

Notes

on the

Army Surgeon General's Office

in

Washington

1818 - 1948



Privately printed

1948

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NOTES
on the
ARMY SURGEON GENERAL'S OFFICE
in
WASHINGTON
1818 — 1948

GEORGE ALBERT SCHEIRER

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Managing Editor, The Bulletin of the U. S. Army Medical Department¹

Written expressly for the staff of
The Surgeon General's Office in
Washington, D. C., and dedicated to
the x factor in human relationships

Privately printed

1948

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I

INTRODUCING A CITY AND A GOVERNMENT DEPARTMENT

Of the temporary habitations and early homes of the War Department and, particularly, the Office of The Surgeon General, many have long since disappeared either physically or in the mists of early and imperfect records; but even a brief reference to such as are known to have existed stirs the recollection of persons and incidents interwoven with the life and growth of the City of Washington and the Nation.

The District of Columbia. The first mention of the upper Potomac and regions adjacent to Indianhead, about thirty-five miles south of Washington, is made by Captain John Smith,² who explored this region from the Jamestown settlement in Virginia in 1608. In 1634, Henry Fleet, who was taken captive by Indians, visited the falls of the Potomac. The next year, a tract of land (four hundred acres), called Rome, was laid out for one Francis Pope, gentleman.³ The Capitol is said to be on this land. In 1790, the region in which the City of Washington has been built was in the form of seventeen large farm tracts, covered with woods and streams, with the arable portions tilled for crops of wheat, maize, and tobacco (figure 1).

Two hamlets were within the limits of the early survey—Carrollsbury in the south where the War College now stands, and Hamburg, which was then southeast of the thriving port of Georgetown.⁴ In 1765, Jacob Funk, a German resident near Frederick, Maryland, purchased from Thomas Johns about one hundred and thirty acres of land lying between Rock Creek and Goose Creek, later known as Tiber Creek. This land he divided into two hundred and eighty-seven lots. Thus, Hamburg, or Funkstown, part of which was and still is known as "Foggy Bottom," was bounded roughly by Twenty-third Street to the west, up to about H Street on the north, the eastern boundary between Eighteenth and Nineteenth Streets, and the river on the south. Foggy Bottom was a low, marshy tract west of Twenty-second Street and south of F Street, running to the river. Innocent of the ravages of crude oil or DDT, it was an unhealthful region. The croakings of frogs provided an eerie accompaniment to the "Foggy Bottom Chills" that were common to those who settled

nearby. But to small boys seeking catfish and mud turtles, Foggy Bottom was a paradise. Today, the magnificent Lincoln Memorial, winding drives, sculptured monuments, and the Water Gate setting for outdoor concerts adorn reclaimed land that was once literally a foggy bottom.

Many springs and streams flowed through the valley. The two branches of Tiber Creek united in the vicinity of M Street, between North Capitol and First Streets, NE., and flowed south across Pennsylvania Avenue and then west into the canal along B Street, NW. (now Constitution Avenue), and the old bed of the stream, with frequent overflows, became another fruitful source of "agues and bilious fevers." Old Tiber Creek, as it flowed through the section embracing North Capitol Street between G and K, with Second Street on the east and First Street on the west, lent its moist approval to that area's poetic designation "Swampoodle." Abundant springs were located in what is now Franklin Park, and a stream emerged that emptied into the Tiber at B Street between Ninth and Tenth Streets, NW. This stream formed a ravine on the south side of E Street near Ninth. Up to 1810, long boats brought cords of wood up the "branch" during high tide as far as Ninth and E Streets, NW., and herring and other fish were caught at high tide at Ninth and F Streets, NW.⁵ Another spring is under the old Masonic Temple building at the northwest corner of Ninth and F Streets, NW. Reedy Branch, with many turns, crossed Rhode Island Avenue and M Street, between Sixteenth and Seventeenth Streets, and flowed thence between L and M Streets to the north foot of Twenty-first Street, NW., to empty into Rock Creek. It now flows below the surface of the streets.⁶

Nineteen days after the proclamation of peace between the American Colonies and England, the subject of a permanent capital for the general government of the states was brought up in the Continental Congress.⁷ But it was not until 1790 that provision was made for the selection of a permanent site on the upper Potomac River for the National Capital "according to such plans as the President shall approve."⁸ The controversy between the landholders led Thomas Jefferson⁹ to make a rough outline plan for a city one-fourth less in size than that which George Washington¹⁰ had in mind, to be built in the vicinity of Georgetown. This sketch showed the Capitol at the site of the town of Hamburg, about where the Naval Hospital used to be; from there eastward public walks or a Mall was planned, with the location of the President's House at about the present Nineteenth Street, south of Pennsylvania Avenue. Jefferson also proposed a rectangular system of streets, in contrast with the open spaces and radiating avenues planned by L'Enfant,¹¹ who also reversed the position of the Capitol by placing it to the east of the President's House on Jenkins Hill.

When President Washington¹⁰ arrived at the Fountain Inn, known also as Suter's Tavern,¹² in Georgetown, on 28 March 1791, he found the clash of rival interests between the Eastern Branch, or Carrollsburg, and Georgetown. After a conference with the principal parties on the evening of the 29th, the terms of sale of land to the Government were agreed to next day.¹³ The original owners conveyed to the United States Government, free of cost, such portions of their farms as were needed for streets, parks, and other public reservations, and sold such land as was needed for Government buildings and

public improvements at twenty-five pounds, or about sixty-seven dollars, per acre. The remaining land was to be laid out in building lots and apportioned equally between the Federal Government and the original owners¹⁴ (figure 2).

Washington. The City of Washington itself, arising in 1791 from the meager population of the District, was chartered in 1802 by the Congress. The charter provided for a mayor appointed annually by the President and an elective council of two chambers. The mayor was elected by the council from 1812 to 1820 and by the people (biennially) from 1820 to 1871, when the Congress repealed the charters of Washington and Georgetown¹⁵ and established a new government for the entire District, consisting of a governor, secretary, board of public works, board of health, and a council appointed by the President with the concurrence of the Senate and a house of delegates and an elected delegate to the national House of Representatives. In 1874, the Congress substituted a government by three commissioners appointed by the President with the concurrence of the Senate, and in 1878 the government by commissioners was made permanent.

Georgetown. Georgetown was laid out pursuant to an act of 1751¹⁶ of the Province of Maryland, passed in response to a petition of a number of inhabitants who stated that "there was a convenient place for a town on the Potomac River above the mouth of Rock Creek," and recommended that sixty acres be there laid out for a town. The town was never incorporated as a city, but was commonly called the City of Georgetown as a consequence of the casual reference to it by that title in numerous acts of the Congress. The general supposition is that Georgetown was so named in honor of George II, the then reigning sovereign of Great Britain, but it is also contended that it was named as a compliment to George Gordon and George Beall, the owners of the sixty-acre tract and from whom the site was obtained. The first mayor was appointed for a term of one year, to commence 1 January 1790. Its charter was revoked by the act of 1871¹⁵ by which its name was retained as a topographical designation until its consolidation with Washington by the act of 1895¹⁷ which stated it "shall be known as and shall constitute a part of the City of Washington." By this act the Commissioners of the District of Columbia were authorized to change the names of the streets and avenues of Georgetown to conform to those of Washington so far as practicable. At the time of the consolidation the population of Georgetown was about 15,000.

Soon after its establishment, Georgetown became a prominent port, and one of the interesting places there today is the old customhouse. Flour, tobacco, and corn were the chief exports. Georgetown University was established in 1789, the year in which George Washington was inaugurated as the first President of the Republic. The Chesapeake and Ohio Canal, 182 miles long, commenced in 1828, had its beginning in Georgetown.¹⁸ Farther south, cotton had become so profitable with the invention of the cotton gin by Whitney¹⁹ that antislavery legislation had been checked in that section of the country.

President Washington left Philadelphia on 19 September 1796 for his home

at Mount Vernon on the bank of the Potomac, below the village of Alexandria, Virginia, and fifteen miles down the river from Washington. On that afternoon his Farewell Address of the 17th had been published for the first time.²⁰

The Congress, which had previously sat in Philadelphia, Baltimore, Lancaster, York, Princeton, Annapolis, Trenton, and New York, met in Washington for the first time on 22 November 1800. In a coach drawn by four horses, President Adams²¹ left Philadelphia on 17 May of that year, covered twenty-five miles a day, was eight days on the road, and arrived in Washington on Thursday, 5 June, to take up his official residence. Eliminating the many receptions and respectful addresses of welcome, such a trip could now be made by air in about an hour. Secretary of War Samuel Dexter²² arrived in Washington on the 12th with the Department's eighteen employees. The archives of all the departments had been brought round by sailing vessel and landed at Lear's Wharf, at G and Twenty-sixth Streets, NW.

The War Department.^{22a} The War Department, one of the Executive Departments located at the seat of the national government, is technically a civil establishment, charged, among other things, with the maintenance of the Army and supervision over its operations. These objectives are accomplished by the Secretary of War through the agency of branches or bureaus of the Department, of which the Office of The Surgeon General is one.^{22b} As a temporary War Office, a private dwelling on the south side of Pennsylvania Avenue, between Twenty-first and Twenty-second Streets, NW., was rented by Secretary Dexter²² from Joseph Hodgson. On Saturday night, 8 November 1800, about seven o'clock, this three-story building and an adjacent one of the same size were entirely destroyed by fire,²³ with all papers except those of the accountant's office on the first floor. The losses included valuable papers, relics, and evidences of the Revolutionary War, and a valuable library of books that treated chiefly of tactics. The cause of this fire was reported as due to a defective chimney in the adjacent home of Jonathan Jackson, who had died that day. A fire engine that was kept in the corridor of the Treasury Office was hurried to the scene, but without avail.

News of that day included the offer of a four-dollar reward for the return of a brown steer that had strayed away from Georgetown College; a sale of Negro slaves, among whom was a "Bricklayer * * * young, healthy, and a brisk workman"; and the birthday celebration for President Adams²¹ in Newburyport, 31 October, with a public dinner and toasts to the President, to George Washington, the Congress, the Heads of Departments, our Commissioners in France, the Navy, and the contending powers of Europe.

Not long after the burning of the Hodgson home in November 1800, the War Department occupied a part of the Navy building as soon as it was available. This Navy Building was occupied by the state, war, and navy departments the latter part of April 1801. The hall or corridor was used for Sunday religious services.²⁴ It stood south of the site for the War Department Building, which was later built in 1820. However, on 24-25 August 1814, the British arrived in Washington and set fire to the Navy Department.

Building, along with the President's House, the Treasury and State Buildings, the Capitol, and a number of houses on Capitol Hill. The Congress convened a month later²⁵ in the Old Land Office Building at Seventh and E Streets, NW., which then housed the Post Office Department and the Patent Office. Thereafter, from 1814 to 1820, the offices of the War Department were quartered on the north side of F Street, adjoining on the east the corner of Fifteenth Street, NW.²⁶

In 1820, the Department was removed to a brick structure to be known as the War Department Building, erected on the southeast corner of Seventeenth Street and Pennsylvania Avenue, NW. This building (figure 3) stood on land occupied by the north wing of the present State Department Building. The War Department occupied this building from 1820 to 1870. During the Civil War, President Lincoln²⁷ was a frequent visitor to this building, where he went to be close to the telegraph office or to confer with the Secretary of War.

The Winder Building, built originally as a hotel, on the northwest corner of Seventeenth and F Streets, NW., was acquired by the War Department in 1854 to provide for expansion of the Department. (See figure 4.)

In 1879, the War Department Building was removed, along with other buildings, to make way for the present State Department Building, which for many years was known as the State, War, and Navy Building. This building was built in sections. The south wing was built first. It was started 21 June 1871 and completed 1 July 1875. The War Department moved into the north wing on 23 December 1882. The building, when finally completed on 31 January 1888, with its lawns and terraces, covered more than five acres of ground space, had a total floor area of about ten acres, and contained nearly one and three-quarters miles of corridors. By 1945, after many alterations through the years, the building contained about 550 rooms. The building in general was much praised at the time of its construction; but in the estimation of Henry Adams²⁸ it was "Mr. Mullet's architectural infant asylum" (Mr. A. D. Mullet was the supervising architect of the structure). Its heavily decorated walls and windows and its crowning mansard roof caused groans in some quarters, but in others it is considered an historical reminder of an era in our national esthetic development. When General Grant²⁹ returned in 1879 from his round-the-world tour, the building was sufficiently advanced for him to remark that it should be preserved as "the milestone of the lowest depth of American taste." This recalls a remark made by General Sheridan³⁰ with respect to the old Pension Office Building at F Street, between Fourth and Fifth Streets, NW., which now houses the General Accounting Office: "Quite a building * * * but you know it has one fault—it's fireproof."

From 1888 to 1930, the military administration was sheltered in portions of this massive structure just west of the White House. But even these quarters were soon outgrown by the departments which originally shared it, and, by 1911, offices of the War Department alone occupied twelve buildings in Washington besides its share of this original State, War, and Navy Building. In addition to the twelve buildings housing the military administration in Washington, the Museum and Library Building was built in 1887 and the

Army War College was constructed in 1907.

Under the impact of war expansion in 1917 and 1918, the Munitions Building was erected for the War Department on Constitution Avenue, formerly B Street, NW., and was occupied by October 1918. By 1930, the War Department had expanded into seventeen buildings in Washington and the State, War, and Navy Building had by act of Congress, 3 July 1930, been officially designated the Department of State Building, causing the War Department to seek other and temporary quarters. Thereafter, for ten years, the War Department was without a permanent home. Its removal from the Department of State Building was accomplished gradually between 1935 and 1939. By 1941 the number of buildings in Washington occupied by the War Department had risen to twenty-three; however, purchase of land for the War Department Building at Twenty-first Street and Virginia Avenue, NW., had begun in June 1938, and the first of three units of this building was completed in August 1941, providing seven acres of floor space.

With the spread of war in Europe in 1939 and 1940, the War Department found it difficult to provide space for the staff headquarters of an expanding Army. Buildings in Virginia, at Fort Myer and in Alexandria, were occupied. On 14 July 1941, the President³¹ asked the Congress for additional buildings to be constructed within or near the District of Columbia. Planning for the necessary building was started in July 1941. The designing began on 8 August 1941, construction commenced a month later on 11 September, and The Pentagon was completed on 15 January 1943. However, the first office workers moved in on 29 April 1942. Before the building was completed, a fifth floor was added, making it the world's largest office building, costing nearly \$64,000,000. With its center court it occupies thirty-four acres, contains over 6,000,000 feet of gross floor space that comprise seventeen and one-half miles of corridors and 3,333,000 feet of usable floor space. It is three times the size of the Empire State Building in New York City. Those mainly responsible for The Pentagon are Lt. General Brehon Somervell,³² then Chief of Construction for the Army, Major General Eugene Reybold, Chief of Engineers, and Lieutenant Colonel Clarence Renshaw, District Engineer for the project. Mr. G. E. Bergstrom and David J. Witmar were the architects, and construction was by John McShain, Inc., Doyle and Rossell, and Wise Contracting Co., Inc.³³ At its wartime peak load, The Pentagon housed over 32,000 military and civilian employees of the War Department. In December 1946, it had a population of about 28,000. In September 1947, after more than five years of occupation, it housed about 22,000 persons, and the rest of the Army and War Department then occupied sixteen other buildings in the Washington area.

The Munitions Building was vacated by the War Department in 1946; while the War Department Building at Twenty-first Street and Virginia Avenue, NW, was vacated by the War Department in 1947 at the request of the President²⁶⁶ to accommodate other agencies of the Government.

The Medical Department. The Medical Department of the Army, as its name implies, is one of the constituents of the military establishment; and technically is no part of The Surgeon General's Office or of the War Department.

While it is, as a whole, under the administration of The Surgeon General's Office, representing the Secretary of War, the tactical operation of its units as a part of the Army, like the tactical operation of other troops, both combatant and noncombatant, is under the direct control of the superior officers of the military commands to which such units are attached.

The Medical Department consists of a Surgeon General with the rank of major general, four assistants with the rank of brigadier general,³⁴ and the various separate corps, such as the Medical, Dental, Veterinary, Medical Service,³⁵ Nurse, and Women's Medical Specialist;³⁶ enlisted men of the Medical Department, and contract surgeons; whether they be stationed in The Surgeon General's Office in Washington^{22b} or at Army stations or elsewhere in the field.

The history of the Medical Department goes back to the Siege of Boston in 1775 for the first legislation by the Continental Congress. On 27 July of that year, a bill was agreed to "for the establishment of an Hospital" and the appointment of a Director General and Chief Physician, that date thus becoming the unofficial birthday of the Medical Department, despite intermittent periods when an organized corps did not exist and medical service was rendered by medical officers with various designations—some staff, some post or garrison, and some regimental. During the wars of the Revolution and 1812, there were definitely established organizations for medical service, but these passed with the emergencies for which they were created. With the end of the war in the spring of 1815, the Army was greatly reduced³⁷ and the office of Surgeon General was terminated in June of that year. However, the act of 1818³⁸ again reorganized the Army and provided for a Surgeon General and a definite organization for medical service. It marks the real commencement of the modern history of the Medical Department. An order of the War Department directed all reports, returns, and communications to be made to The Surgeon General's Office in Washington, and announced that The Surgeon General would be obeyed and respected.³⁹ At that time, the Army consisted of less than six thousand men scattered in small posts in remote regions, and the Medical Department had only a few officers in the Medical Corps. Since 1818, the formal establishment of the Medical Department as a staff corps or service has been continuous. The Medical Department maintains numerous hospitals and other units, offices, and administrative establishments; but, though subject in some particulars and in a considerable degree to the supervisory control of the War Department and of the Office of The Surgeon General,^{22b} it is a field service, pure and simple, like other branches of the military establishment, and is not a part of the War Department at the seat of Government or of the Office of The Surgeon General, which are civil establishments.

The Surgeon General's Office. The vast territory added in 1803 by the Louisiana Purchase from France and the acquisition of Florida from Spain in 1819 meant the staffing of a great many more small outposts, and the care of the sick and wounded in these garrisons added quite a burden to the medical personnel of the Army. After the close of the War of 1812, the Army was greatly reduced in size; however, it soon became apparent that the medical service, although a very limited one, required an executive head in Washington. Consequently, in the reorganization of the Army in 1818³⁸ the act provided for a surgeon general, an assistant surgeon general, and an

apothecary general. It was provided that The Surgeon General should be responsible for the procurement and distribution of medical supplies, thus replacing the Commissary General of Purchases. The Assistant Surgeon General was responsible largely for the inspections of the military hospitals. The Apothecary General, who was authorized two assistants, was responsible for the actual procurement of supplies, the compounding of drugs, and the distribution of supplies. The rank of The Surgeon General was that of colonel and the salary was \$2,500 a year, the lowest salary of any bureau chief with the exception of the chief of finance.⁴⁰

No express authority of law is found for the establishment of a Surgeon General's Office. The several heads of the staff departments were called to Washington by the Secretary of War,⁴¹ in 1818, with such assistants as the duties required, and were formed into bureaus or subdepartments of the War Department. The act of 3 March 1819 appropriated \$1,150 for clerks in The Surgeon General's Office. The employment of a clerk at this salary was regularly authorized by the act of 1824.⁴² Possibly soldiers were also on detail in The Surgeon General's Office, of which no record is available. However, the provision for employees implies sanction of the office thus established in Washington. In 1820, Mr. Calhoun,⁴¹ reporting to the Congress regarding the staff, said: "It is believed that the true principle of its organization is, that every distinct branch of the staff should terminate in a chief, to be stationed, at least in peace, near the seat of Government, and to be made responsible for its condition * * * . It is at present, with slight exceptions, thus organized * * * ."^{43a}

The mission of the Medical Department as a whole is the conservation of manpower, the preservation of the strength of the military forces; hence, the principal mission of the Office of The Surgeon General is the administrative management, for the Secretary of War, of the Medical Department of the Army. The Surgeon General is the head of the Medical Department; as technical staff officer of the War Department he is chief of The Surgeon General's Office in the War Department.^{22b 43b} The central office is organized into staff and operating divisions or other units, directed and supervised by The Surgeon General through his Executive Officer. For over one hundred years the civilian staff had been supervised by a civilian Chief Clerk; but this position was discontinued in 1943. Proper functioning of certain activities of the office is ensured by boards and committees. The Surgeon General represents his office and the Medical Department on a number of interbureau or interdepartmental boards and committees, while individuals on his staff are appointed liaison officers in connection with related activities in other bureaus or departments of the Government.

The Surgeon General's establishment in Washington may be divided into three periods: (1) From 1818 through the Civil War—forty-seven years; (2) from 1865 through the first World War—fifty-three years; and (3) from 1918 to the present—thirty years; in all, one hundred and thirty years.

FROM 1818 THROUGH THE CIVIL WAR

What I have to do is to see, at any rate, that I do not lend myself to the wrong which I condemn.
—Thoreau.⁴⁴

In those early days, as in later years, the Capital City drew to it men of wit and intelligence, those experienced in the skirmishes of diplomacy, of war, and of love. The influence of great men of the past was strong—William Penn,⁴⁵ English Quaker, founder of Pennsylvania, and champion of tolerance; Franklin,⁴⁶ the Leonardo of the New World; Washington,⁴⁷ leader of the new democracy; Madison,⁴⁸ the Federalist; and Hamilton,⁴⁹ intellectual statesman from the West Indies. Jefferson⁵⁰ was spending his last days at Monticello, high on the hill overlooking Charlottesville, Virginia, and the University of Virginia which he himself designed. Gilbert Stuart⁵¹ had had a studio in Washington for two seasons,⁵² on Pennsylvania Avenue in the neighborhood of Sixth Street, NW. Ideas and ideals were discussed in the salons. New books were becoming available at the first bookseller's establishment in Georgetown, that of John Marsh, next to the Union Tavern on the northeast corner of Thirtieth and M Streets, NW,⁵³ and at the Washington Book Store, on the southeast corner of New Jersey Avenue and B Street, SE., to which a printing shop was attached.⁵⁴ On his visits to the capital, Irving⁵⁵ no doubt found much material for his biography of the first President, for he declared that the city might be compared "to a huge library where a man may turn to any department of knowledge he pleases and find an author at hand into which he may dip, until his curiosity is satisfied."⁵⁶ Irving's "Sketch Book of Geoffrey Crayon," containing the tales of "Rip Van Winkle" and the "Legend of Sleepy Hollow," was published in 1819-1820. Washington women were described as "good tempered and if not well informed, capable of becoming so."⁵⁷ Fulton,⁵⁸ already famous and greatly respected, demonstrated before several members of the Senate and the House of Representatives the principle of torpedo attacks. These demonstrations were conducted in Rock Creek, near the present National Zoological Park.⁵⁹ However, in the hot summers everyone who could fled, as they do now. In 1809, for example, President Madison⁶⁰ found himself forced to spend a couple of days in the summer heat, and he wrote that the city was "a solitude."⁶¹

When Dr. Lovell⁶² became the first Surgeon General, he soon established himself in the city. His many friends included those men and women who were the most distinguished in the professions and in the official life of the Capital. He had been a medical officer of the Army for six years, and was then in his thirtieth year. One clerk was provided for his office. The total appropriation for the administration of the office was \$1,540 a year,

which included the salary of the clerk, the purchase of fifteen cords of wood, and the procurement of stationery, printing, and so forth.

"The Star-spangled Banner"^{61a}

1815

From 1815 to 1819, the Office of The Surgeon General, or Chief Medical Officer of the Army, was probably located in a private building in Washington, as an estimate was submitted in 1818 for nine months' rent for the year 1819—seventy-five dollars, location not stated.

1819

In 1819, two rooms were taken in the (then) new War Department Building on the southeast corner of Seventeenth Street and Pennsylvania Avenue, NW., where The Surgeon General and his staff remained for eleven years (figure 3).

The center of learning so much desired by the first President was begun in 1821 as Columbian College, with thirty-nine students. Located above Florida Avenue, NW., between Fourteenth and Fifteenth Streets, the names University Place and Chapin Street (in honor of Stephen Chapin, president from 1828 to 1841) are present reminders of its early days. Rechristened George Washington University in 1904, its present enrollment is about twelve thousand students.

"Home, Sweet Home"^{61b}

In 1824, Dr. Lovell built the house now known as Blair House, at 1651 Pennsylvania Avenue, NW.^{61c} Washington was then a city of 16,000 inhabitants, with about 2,500 buildings. The President's House across the street, designed by James Hoban, of Charleston, South Carolina, then appeared in its main structure much as it does today. The south portico was built in the same year as the Lovell house; the north portico was not added until 1829. The nearby Octagon House, built between 1798 and 1800 for a wealthy Virginia planter,⁶² stands at Eighteenth Street and New York Avenue, NW. Arlington House, known also as the Lee Mansion, on a high bluff south of the Potomac and overlooking the rising young city, was built in 1826. St. John's Church bordering Lafayette Park was built between 1815 and 1816, and the famous Decatur House⁶³ on Jackson Place at H Street, NW., facing Lafayette Park, was erected between 1817 and 1819. Both of these latter buildings were designed by Latrobe,⁶⁴ one of the architects of the Capitol.^{61d} The plans for the Capitol itself were drawn by a physician, Dr. William Thornton,⁶⁵ of Tortola, West Indies, one of the most remarkable men of his period.

In 1825, the Erie Canal connected the Great Lakes with the port of New York, and in the same year the Santa Fe Trail between Missouri and New Mexico was opened. Webster⁶⁶ published his "Dictionary of the English Language" in 1828, and Audubon⁶⁷ published the gigantic edition of "The Birds of America" over the period 1827 to 1838. The first locomotive used in America was imported from England in 1829,⁶⁸ and steam trains were running from Charleston to Hamburg, South Carolina, in 1831.

At about this time, on 26 May 1827, the Army accepted a recruit under the name of Edgar A. Perry, who falsified his name and age at enlistment. He was stationed at Boston until 18 November 1827 when his company was moved to Fort Moultrie, on Sullivan's Island, Charleston, South Carolina, where he remained about a year. On 1 January 1829, he was made a regimental sergeant at Fortress Monroe, Virginia, and was ill in the post hospital there for a short time. He was honorably discharged on 15 April 1829 to enable him to arrange for entrance to West Point Military Academy, which he did on 25 June 1830, remaining until 19 February 1831.⁶⁹ His dismissal after court-martial was effective 6 March 1831.⁷⁰ A decade later this soldier-cadet tried for two years⁷¹ to obtain a clerical position in Washington, possibly in the occupation of solving cryptograms, or in the Philadelphia Customs House, but without success. Personally he canvassed the Government departments taking subscriptions for a lecture in Washington in March 1843, but the lecture and an interview with President Tyler⁷² were cancelled because of the erratic behavior of this young man.⁶⁹ Yet, he was destined to achieve fame as the author of poems and short stories of flawless technique and lasting beauty, and to be acclaimed, particularly in France, as the inventor of the "analytical" or detective story. Without the expression of the genius of Edgar Allan Poe⁷³ there would have been no Sherlock Holmes; but, with him, America made an important contribution to world literature and world culture.

1830

From the War Department Building the office moved in 1830 to the State Department Building on the southwest corner of Fifteenth Street and Pennsylvania Avenue, NW.

In 1831, there was another move—from the State Department Building, either back into the War Department Building or, as is more probable, direct or en route to "Mr. Vevan's House" on the south corner of Eighteenth and G Streets, NW.⁷⁴

1831

It was difficult in 1836 at public auction to obtain a bid of a mill per foot on ground within a stone's throw of Dupont Circle, for, with the exception of a wagon road or two, and perhaps half a dozen winding footpaths leading to some isolated dwelling, garden, or slaughterhouse, many places were nearly inaccessible.⁷⁵

In Boston, Garrison⁷⁶ founded the Liberator, with his antislavery credo, "I am in earnest. I will not equivocate—I will not excuse—I will not retreat a single inch—and I will be heard." And the twenty-six-year-old poet, Whittier,⁷⁷ with his Quaker convictions, became a crusader in the cause of abolition, though his office was ransacked and burned and his life was threatened. Not until slavery was abolished was the poet to write his immortal "Snowbound."⁷⁸

The vast state of Texas had been annexed in 1845 and the Oregon Territory was added by discovery, by exploration, and by treaty with Great Britain.⁷⁹

Thoreau,⁴⁴ author and philosopher, spent a night in Concord jail for refusing to pay his poll tax because the money would go toward support of the Mexican War. What he wrote then, on "The Duty of Civil Disobedience," has become in our generation the bedside book of Mahatma Gandhi,⁸⁰ who extended its thesis to a nation-wide movement of noncooperation in India against the domination of Great Britain. Thoreau had not yet published his most famous book, "Walden, or Life in the Woods."⁸¹

The enjoyment and relief accompanying the comforts of Government office in 1841 are described in a letter of that period, written from Washington:⁸²

"How would you like to be an office holder here at \$1,500 per year payable monthly by Uncle Sam, who, however slack he may be to his general creditors, pays his officials with due punctuality. How would you like it? You stroll to your office a little after nine in the morning leisurely, and you stroll from it a little after two in the afternoon homeward to dinner and return no more that day. If, during office hours, you have anything to do, it is an agreeable relaxation from the monotonous laziness of the day. You have on your desk everything in the writing line in apple-pie order, and if you choose to lucubrate in a literary way, why you can lucubrate * * *."

The Mexican War (1846-1848).

Matamoras—Monterey—Vera Cruz—Buena Vista

The Washington City Directory for 1843 lists Richard Johnson, clerk \$1,150; Andrew Balmain, clerk \$1,000; and James H. Collins, messenger \$500, as comprising the personnel of Surgeon General Lawson's⁸³ office. Three years later, the name of James P. Espy, clerk \$1,000, was added, the other civilian employees and their salaries being the same.

Cerro Gordo—Contreras—Molino del Rey—Chapultepec

1845

In 1845, the office moved out of "Vevan's house," and from 1845 to 1848 it occupied quarters in "Mrs. Elsey's house on the north side of G Street, between Seventeenth and Eighteenth Streets, near Eighteenth, NW."⁸⁴

At West Roxbury, Massachusetts, the Brook Farm was a nationally known center for idealists who revolted against the accepted Boston way of life in April 1841 and for six years afterward. It was one of the first of a number of communistic settlements in the United States.⁸⁵ One name closely related to this transcendental experiment was that of Margaret Fuller⁸⁶—conversationalist, feminist, author of "Women in the Nineteenth Century,"

reporter, traveller, and intellectual pioneer. "I accept the universe," she exclaimed, for her mind was wide. Whereupon, a wit from across the Atlantic commented, "By gad, she'd better!" Margaret, however, did not actually live at Brook Farm.

In 1844, Morse's⁸⁷ electric telegraph line opened between Washington and Baltimore. Morse opened and operated on 1 April 1845 the first public telegraph office in the United States, under the direction of the Post Office Department, on the site of the Old Land Office Building at Seventh and E Streets, NW. The gold rush to California was on in 1848. In the same year, the cornerstone of the Washington Monument was placed; although the shaft was not completed and opened to the public until forty years later, on 9 October 1888. This memorial to the first president continues to be looked upon as one of the most beautiful single objects in the world. The McCormick⁸⁸ reaper works were established in Chicago in 1849, sixteen years after patents were taken out. Huge new territories were added to the Union by the Mexican Cession of 1848, by purchase from Texas in 1850, and by the Gadsden purchase from Mexico in 1853. Harriet Beecher Stowe⁸⁹ published "Uncle Tom's Cabin" in 1851-1852 and one more link in the chain of slavery was weakened. The melodramatic play made from this book held the stage in one country or another for almost eighty years. Hawthorne⁹⁰ published "The Scarlet Letter" in 1850, Melville⁹¹ published "Moby Dick" the following year, while Dr. Holmes⁹² published the "Autocrat of the Breakfast Table" in 1857, to be followed by the "Professor at the Breakfast Table" in 1860, and the "Poet at the Breakfast Table" in 1872.

In 1852, the first railway train ran from Philadelphia to Pittsburgh, and the next year the Baltimore and Ohio railway entered Ohio. The Singer sewing machine, based on patents of Howe,⁹³ was on the market by 1853. Foster⁹⁴ wrote his best songs between 1848 and 1860 and enriched the folk melodies of the Nation.⁹⁵ Longfellow⁹⁶ was writing his most popular poems, such as "Hiawatha" (1855), "The Courtship of Miles Standish" (1858), and "Tales of a Wayside Inn" (1863). The first Japanese embassy was received at the White House on 14 May 1860. Japan was opened to the commerce of the world, and the manners and customs of the Western nations were introduced to the Japanese.

From 1848 to 1861, four rooms in the Winder Building (figure 4), already mentioned, on the northwest corner of Seventeenth and F Streets, NW., were occupied by The Surgeon General's Office.

1848

In Washington, many vessels of eighty to one hundred and twenty-five tons unloaded at the Seventeenth Street Wharf, near the locks of the canal, bringing anthracite coal, and so forth, to the city. That would now be at the corner of Seventeenth Street and Constitution Avenue, NW. At Farrar's Bowling Saloon, at the corner of Sixth Street and Missouri Avenue, there was "rolling at Northern and Eastern Prices," with the invitation to "Practice the elegant and healthful exercise of Ten-pins, only 6½ cents for 30 balls."⁹⁷ A private office in the Winder Building, "opposite the west end of the Navy Building," was occupied by Wm. B. Scott, "Late Navy Agent,"

who offered his "services to all persons who may have business transactions with the different departments of the Government, in the settlement of which they may require the services of an agent, or for the prosecution of claims before Congress."

In 1854,⁹⁸ a young fellow named Whistler⁹⁹ received an appointment to the U. S. Coast and Geodetic Survey in Washington, at a salary of a dollar and a half a day. Two engraved plates definitely attributed to him are still in that office. They are enlivened with figures and flights of birds. Whistler frequented social functions in the city, and found office life very dull. On occasion, he delayed his appearance at the office until mid-morning, and resigned after three months. This was not long after his discharge from the West Point Military Academy, which he had attended for three years.¹⁰⁰ There, during an examination in history, a professor exclaimed: "What! you do not know the date of the battle of Buena Vista? Suppose you were to go out to dinner, and the company began to talk of the Mexican War, and you, a West Point man, were asked the date of the battle, what would you do?" "Do," said Whistler, "why I should refuse to associate with people who could talk of such things at dinner!" But Whistler's failure in chemistry was the cause of his expulsion from the Academy. He remarked later: "Had silicon been a gas, I would have been a major-general." Nevertheless, a memorial tablet by St. Gaudens¹⁰¹ is in the library of the Academy to do honor to the student and artist who never became a major general.¹⁰²

In the Plymouth Church in Brooklyn, with the largest membership of any congregation of the day, Beecher,¹⁰³ "the greatest preacher the world has seen since St. Paul preached on Mars Hill,"¹⁰⁴ held a dramatic mock public auction of a white slave girl in his crusade against slavery.

The Civil War (1861-1865). At the beginning of the Civil War, there were 8 clerks and 1 messenger in The Surgeon General's Office. By 1867, the civilian force had been increased to 39 clerks and 12 messengers, with 185 hospital stewards acting in a clerical capacity.

Sumter—Bull Run—Yorktown

1861

The office occupied quarters in the building on the southeast corner of Fifteenth and F Streets, NW., from 1861 to 26 June 1862.

1862

The office moved on 27 June 1862 to the Riggs Bank Building on the northwest corner of Fifteenth Street and Pennsylvania Avenue, NW. The Surgeon General's headquarters was located in a small two-story brick building formerly a dwelling house, set ten or twelve feet back from the sidewalk, on the north side of Pennsylvania Avenue, adjacent to the left of the bank. The Surgeon General had his personal room in this small building (figure 5). The front parlor was the library, the back parlor was The Surgeon General's office, and the pantry was the chief clerk's office. On the second floor, fronting

on Pennsylvania Avenue, were several modest rooms, two of which were occupied by Colonel Baxter¹⁰⁵ and clerks, engaged in the compilation of the statistics of the Provost Marshal's Office, and in the duties of the Chief Medical Purveyor. Dr. Billings,¹⁰⁶ who was the Librarian and Disbursing Officer, with two or three clerks, occupied rooms on the north side. One of the largest rooms, probably 20 by 24 feet, contained all the files of the office and four desks for clerks. There were possibly 15 civilian clerks and 100 hospital stewards acting in a clerical capacity in 1872.¹⁰⁷ Here, in 1873, Major Brown¹⁰⁸ compiled the first history of the Medical Department.¹⁰⁹ The office also occupied the second floor of the bank building proper, and an old two-story frame building in the yard behind the dwelling house, but having no outlet on Fifteenth Street. Access to the frame house was via a small alley alongside the dwelling house. This annex building housed a printing shop, a distribution office for medical periodicals and documents, and one or two rooms for clerks. It was heated by stoves and had no water. Water was obtained from a hydrant in the back yard. A commodious stable in the back yard housed two horses and three carriages, and harness, belonging to the quartermaster, for use of The Surgeon General's Office, especially in trips to the post office and between the buildings occupied.

The following clerks were at one time stationed in the frame building: Edward Shaw, E. K. Winship, Lu Clark, Charles Roller, Ben Williams, and James S. Macfarland. As messengers, Richard Osborne and Samuel Bryant were employed in the office when it was located on these premises. Mr. Bryant entered on duty there in 1876 and retired in 1930; he was still enjoying good health at the age of ninety-two.¹¹⁰ Mr. Samuel Ramsey was the chief clerk in these quarters, from 1870 on, with Mr. Wilson¹¹¹ performing most of the duties until the correspondence of 1887 which is reproduced later in this article. Mr. Thompson entered on duty here in 1882 and served for fifty-one and one-half years, retiring as chief clerk in 1933.¹¹²

On 29 July 1862, one month after The Surgeon General's staff moved into the Riggs Bank Building and thirty years after their use in New York City, the first horse-drawn street railroad in the Capital City—the Washington and Georgetown Railroad Company, chartered by the Congress 17 May 1862—was officially opened. The tracks ran from the Capitol to the Department of State Building on Fifteenth Street where the north end of the Treasury Building is now located. A week later the route was extended past The Surgeon General's Office to Washington Circle.

Antietam—Fredericksburg—Chancellorsville—Gettysburg

In Washington and vicinity, in 1865, there were twenty-five general hospitals, with a capacity of 21,426 beds. Various public buildings were converted into barracks and hospitals, and even the Capitol quartered troops and stored provisions of war, as well as housing a hospital. The Patent Office, many hotels, schools, and private residences, and a number of

churches, including the Epiphany Church on G Street, NW., were used as hospitals.¹¹³ A ring of small forts and batteries surrounded the city, at one of which, Fort Stevens, the President was once exposed to direct hostile fire. (figure 6).

"Marching Through Georgia"—"Old Folks at Home"

Dorothea Dix,¹¹⁴ who had achieved a Nation-wide reputation as an effective crusader for improvement in the housing and care of the insane, was appointed superintendent of women nurses during the Civil War. Among the hundreds of hospital workers in and around Washington was Louisa May Alcott,¹¹⁵ the famous author, who cared for the wounded brought to the Union Hotel Hospital in Georgetown.

Chickamauga—Missionary Ridge—The Wilderness—Appomatox

Walt Whitman¹¹⁶ went to the battlefield of Fredericksburg, in the winter of 1862, to aid his wounded brother.¹¹⁷ He later resided in Washington from December of that year to the summer of 1873, and was in and about the hospitals and battlefields as a nurse and an aid to the surgeons, and served as a clerk in the Indian Office of the Interior Department, the office of the Solicitor of the Treasury, and the office of the Attorney General. He resigned from the last position in 1873, after his first stroke of paralysis.¹¹⁸ Soon after his appointment in the Department of the Interior, the Chief Secretary¹¹⁹ inspected Whitman's desk and found in it an annotated copy of the book of poems entitled "Leaves of Grass." He promptly discharged Whitman "because he was the author of an indecent book." That happened in the summer of 1865.¹²⁰ Despite a personal letter from Emerson,¹²¹ that sage of Concord, and the representations of other friends, the Secretary of the Treasury¹²² had refused Whitman an appointment, because he, too, considered "Leaves of Grass" a very bad book, and he would not put its author in contact with gentlemen employed in the bureaus.¹¹⁸ Nearly ten years previously, Whitman had written:

"Other states indicate themselves in their deputies * * * but the genius of the United States is not best or most in its executives or legislatures, not in its ambassadors or authors or colleges or churches or parlors, nor even in its newspapers or inventors * * * but always most in the common people."^{123a}

"Tramp, Tramp, Tramp"—"Carry Me Back to Old Virginia"^{123b}—"Nellie Bly"

Covering practically the same period as Whitman's stay in Washington (1862-1873), John Burroughs¹²⁴ spent his days in the office of the Comptroller of the Currency. His observations of bird life about Washington are preserved in his "Wake Robin."^{125 126}

"Way Down Upon the Suwannee River"—"Jeannie With the Light Brown Hair"

One of the most colorful and mysterious figures of the Civil War period was Dr. Mary Walker.¹²⁷ In Washington, she visited the hospitals and, with the backing of several Army generals and the Secretary of War, she served as a contract surgeon. She was never a medical officer of the Army¹²⁸ nor was she ever authorized by act of the Congress to wear man's attire¹²⁹ as is so often related. She was examined by a board of medical officers and was recommended for assignment as a nurse. One of these examiners has written:

"In a day or two after the examination, she was assigned to a hospital as nurse, but had not entered upon her duties, when an order came from Department Headquarters, sending her to the extreme front! We learned in a few days, that she was riding about the outposts, and when riding alone one day, she ventured too far, and was captured and forwarded to Richmond, being treated with considerable rigor, notwithstanding her sex and her claim to the privilege of a medical officer. It appeared subsequently that this was the design. She was intended as a spy, and went forward to be captured. It was supposed that her sex and profession would procure her greater liberties and wider opportunities for observation than were at all possible to other prisoners. The medical staff of the army was made the blind for the execution of this profound piece of strategy by the War Office * * * ."¹³⁰

Dr. Walker was at one time assigned to duty at the Female Prison at Louisville, Kentucky, where complaints of cruelty were leveled against her and she was removed from any control of prisoners other than the sick.¹³¹ She later lectured in St. James' Hall, London, with some resulting ridicule in the medical press.¹³² The Congressional Medal of Honor was awarded her 24 January 1866, but on 15 February 1917 the board that rescinded hundreds of previous awards to persons not in the military service struck her name from the lists.¹³³ The writer observed Dr. Walker in 1917, emerging from the National Woman's Party Headquarters, which was formerly located next to the Belasco Theater on Madison Place, facing Lafayette Park. She was dressed in man's clothes, a black cape thrown about her shoulders, her white hair showing beneath a high silk hat. She was then about 85.

The first half century of effort by The Surgeon General in Washington, in small rooms and make-shift, inadequate quarters, closes with a capital city still noted for the muddy roads between its "magnificent distances," a country still presenting enormous problems and difficulties because of its rapid expansion and the recent internal strife, and, amid the general lack of conveniences and niceties, a people emerging strong and determined.

FROM 1865 THROUGH THE FIRST WORLD WAR

Human freedom consists in perfect adjustments of human interests and human activities and human energies.—
Woodrow Wilson.¹³³

The territory of Alaska was purchased from Russia in 1867 and outposts in that far-away land became a necessary burden of Government.

1866

In 1866, and subsequently for twenty-six years, The Surgeon General used a building at 513 Tenth Street, NW., for Army Medical Museum, the Library of The Surgeon General's Office, and the Army Chemical Laboratory (figure 7). This Tenth Street property was, in 1834, the site of the First Baptist Church of Washington, built by Rev. Obediah B. Brown, who was for years chief clerk in the General Post Office. When the congregation decided to unite with another in 1859, the building was abandoned, and in 1861 it was purchased by John T. Ford, who converted it into a theater. On the night of 30 December 1862, the theater was destroyed by fire. The cornerstone of the present building was laid on 28 February 1863 and the new Ford's Theater was opened to the public 27 August of that year. In this theater, on the evening of 14 April 1865, President Lincoln²⁷ was shot. He died on the following day in a house across the street at 516 Tenth Street, then owned by William Petersen, a well-to-do tailor. Surgeon General Barnes¹³⁴ attended the President.¹³⁵ No further theatrical performances were allowed in the Ford's Theater. In June 1865, the building was restored to Mr. Ford, who planned to reopen the theater; but, because of aroused public opinion, the Government prohibited that action and finally rented the building for official use. Alterations were completed in November 1865, and the next year the Congress provided for its purchase (figure 8).

During his long and fatal illness, President Garfield¹³⁷ was also attended by Surgeon General Barnes, among others.^{134 135} The President had been shot by a disgruntled office seeker,¹³⁸ while in a waiting room in the old Baltimore and Potomac Railroad Depot, 2 July 1881. Mr. Garfield died 19 September of that year, and the next day among those present at an autopsy were Surgeon General Barnes,¹³⁴ Surgeon Woodward,¹³⁹ and Doctor Lamb,¹⁴⁰ who made the autopsy.

1882

In 1882, following a great increase in force, certain buildings and floors of buildings at the northeast corner of Tenth and F Streets, NW., were rented and held for several years. The organization for furnishing information relating to pension claims, called the Record and Pension Division, was located at this address.

1887

In August 1887, the Record and Pension Division was moved into the Tenth Street Building and a part of it to the new Museum and Library Building on the Mall (figure 9).

1888

But the headquarters of the office still remained at Fifteenth Street and Pennsylvania Avenue, NW., until it was moved on 15 February 1888 into the new State, War, and Navy Building on the southeast corner of Seventeenth Street and Pennsylvania Avenue, NW., where quarters were assigned on the third floor of the west wing, overlooking Seventeenth Street (figure 10). Here the office remained for twenty-nine years, except for movements of the Library and Museum, which are described separately herein.

Some personal recollections of the office and the City of Washington in 1882 have been supplied by Mr. Thompson:^{112 141}

"In 1882, when I came into the office, Washington had near 200,000 people. Garfield¹³⁴ had been shot the previous summer. Arthur¹⁴² was in the White House. Robert T. Lincoln¹⁴³ was Secretary of War. There were a number of horsecar lines in the old area of the city, following the streets much as now. A few years later, cable cars appeared on two lines. In 1889, the electric trolley was introduced as an experiment on New York Avenue east of Seventh Street. The streets were poorly lighted by gas. There was no Potomac Park. All the space now Potomac Park was open river, a mile or more wide except at old Long Bridge, from where Hains Point now is to Annapolis Island just west of where we stand.¹⁴⁴ * * * The office equipments were crude. There were no electric fans. When it was hot, there was nothing to do but be hot. There were no telephones or electric lights. There were no calculating machines or typewriters—clerical work was done by pen or pencil by hand. There were penmen in those days.

"The personnel of the office was wholly masculine, mostly veterans of the Union Army from the Civil War. There were rough necks among us, some from the wide open spaces, who settled their difficulties by deeds rather than words. We did not enjoy the softening influences of the ladies for eight years yet, when three came in to start the amiable infiltration. Now we can see flowers where only tares once grew. * * * "

And yet, despite conditions which were close to primitive, it was considered a stroke of fortune to be assigned to The Surgeon General's Office. Nearly twenty years prior to the period of which Mr. Thompson spoke, Dr. Billings¹⁴⁵ had written:

"My old cadet * * * writes me that he has received a position in The Surgeon General's Office and that I am to be translated to the same Elysium before a great while."¹⁴⁶

(Note: The Surgeon General's Office, in 1948, is located in a building that is alleged to approach perfection, equipped with every conceivable gadget of convenience, and located near a city excelled in beauty only by Paris itself, and yet The Pentagon is described by a current observer as "Homesick House."¹⁴⁷)

During the period 1868-1876, Louisa May Alcott¹¹⁵ had written "Little Women"¹⁴⁸ and "Little Men,"¹⁴⁹ and Mark Twain¹⁵⁰ had written his first book of travel, "Innocents Abroad."¹⁵¹ His "Tom Sawyer" was published in 1876 and "Huckleberry Finn" in 1884. The telephone had been patented¹⁵² by Bell,¹⁵³ whose home in Washington was on Connecticut Avenue, below Dupont Circle. In the 1920's, it was used as a little theater by the Ram's Head Players, and the one-act plays of Lady Gregory, J. M. Synge, and James Brand Cabell, among others, were produced, before the principal players dispersed to Broadway and Hollywood. About eighteen months after the invention of the telephone, the first line installed in Washington, in October 1877, connected the office of the Chief Signal Officer, War Department, with Fort Whipple, Virginia, later renamed Fort Myer in honor of Doctor Myer,¹⁵⁴ a former member of the Medical Department of the Army, founder of the Signal Corps, and first Chief Signal Officer.¹⁵⁵

The great Chicago fire had destroyed 18,000 buildings in that city in 1871. Edison¹⁵⁶ invented the phonograph in 1877 and on 18 April of the following year he demonstrated it before the National Academy of Sciences in Washington. It was not made practicable until 1888. In 1879, he developed the incandescent electric light. In that same year, electric current for lighting was first used in Washington by the Great London Circus employing arc lamps.¹⁵⁷ Two years later, the Society of the Army of the Cumberland caused some few streets to be illuminated by arc lamps, while in 1882, the merchants of F Street, NW., caused that thoroughfare to be illuminated from Ninth to Fifteenth Streets. In the same year, a company was organized to exploit Edison's invention of the incandescent lamp,¹⁵⁸ and the use of electric current was gradually extended in Washington from that time forward. Edison personally negotiated for lighting the Treasury Department, the first Government building in Washington to adopt electric lighting.¹⁵⁹ The installation of electric lighting in the Ford's Theater Building was attended by the great tragedy which will be related.

In 1883, an act to regulate and improve the civil service of the United States, known as the Civil Service Reform Act, became a law.¹⁶⁰ On the stage, the unrivaled productions and performances of the Shakespearean actor, Edwin Booth,¹⁶¹ extended over a period of forty years, from 1850 to 1891. Joaquin Miller,¹⁶² the poet, lived three years in Washington, from 1883 to 1886, in a cabin on Meridian Hill at Crescent Place, a duplicate of one in which he had lived on the Soda Springs Ranch in California. In 1906, he was again in Washington, living at Florence Courts on California Street, near Connecticut Avenue, NW. In 1912, the California State Association acquired the cabin, moved it to upper Rock Creek Park, and presented it to the United States as a memorial to the poet.^{163 164 165} In 1880, Sousa,¹⁶⁶ a native of Washington and a famous composer of marches for band instruments, became for twelve years leader of the U. S. Marine Corps

Band.¹⁶⁷ With continued composing, and in later world tours with a band of his own, he became widely known as the "march king." In 1874, the Connecticut Avenue and Park Railway Company laid its tracks on Seventeenth Street from H to K Streets, NW., thence to Connecticut Avenue to Boundary Street (now Florida Avenue); but the tracks above P Street were not put in use until a shuttle service was provided about 1883 from Dupont Circle to Florida Avenue, NW.¹⁶⁸ The first electric street car was operated¹⁶⁹ in the City of Washington in 1888,¹⁷⁰ and in the early 1890's horse cars disappeared from the city.¹⁷¹

The tragedy. As far back as 1880, Surgeon General Barnes¹³⁴ had reported: "I would respectfully invite attention to the overcrowded and unsafe condition of the building Nos. 509-511, Tenth Street, NW., now occupied by the Record and Pension Division, the Division of Surgical Records, and the Library of this office, as well as by the Army Medical Museum * * * . The walls of the Tenth Street Building are not only weak, but much out of plumb. * * * "¹⁷² In 1881, 1882, and 1883, these warnings were repeated in annual reports.

On 28 December 1883, Surgeon General Murray¹⁷³ issued an order¹⁷⁴ by which the Army Medical Museum and the Library of The Surgeon General's Office were consolidated into one division, to be known as the Museum and Library Division of The Surgeon General's Office. Major Billings¹⁰⁶ was assigned as Curator of the Museum and Library; one clerk, Mr. C. J. Myers, was assigned for duty in this division. To the Museum and Library Division was assigned the use of the second and third floors of the building on Tenth Street, to which were transferred, so far as possible, all of the books, and so forth, belonging to the Library, together with the clerks and other employees engaged in library work. On 6 January 1882, the Secretary of War, Robert Todd Lincoln,¹⁴³ had recommended to the President, and, on the 19th, President Arthur¹⁴² recommended to the Congress, a new fireproof building for the Museum and Library. This building was erected in the Mall, at Seventh and B (later redesignated as Independence Avenue) Streets, SW., on the northwest corner, and the Library was moved there in 1887. On 15 February 1888, the removal of the Museum specimens to the new building on the Mall was completed, and the Museum was opened to the public on the 21st of that month.

In July 1891, Secretary of War Proctor¹⁷⁵ issued an order transferring all pension records in the Offices of The Adjutant General and The Surgeon General to a common office, which he designated as the Record and Pension Office of the War Department. He placed Colonel Ainsworth¹⁵⁵ at the head of it. This transfer included the clerks who were then engaged on this work, numbering nearly nine hundred altogether. This consolidation under an independent head was later confirmed by the Congress.¹⁷⁶ Thus, the employees housed in the Tenth Street Building, and the work performed by them, ceased to fall under the supervision of The Surgeon General.

On 9 June 1893, between 9:30 and 10:00 a.m., a portion of the Tenth

Street Building collapsed while "upward of half a thousand men were at work." "About 475 persons were employed in the building and about 125 went down with the floors or were immediately beneath the floors," resulting in 22 killed and 68 injured. From news accounts of the day,¹⁷⁷ the general opinion was "that the accident was caused directly by the weakening of the structure by reason of excavations made beneath it for an electric lighting system." It was stated that several days previously "the clerks in the building circulated a petition protesting against this work being continued, as they considered that it imperiled the lives of every man who was working in the building." However, the chief of the Record and Pension Division indicated that he did not understand the reason for the crash, as "it had never been intimated that it was in any way insecure." While the employees involved in this tragedy were not technically a part of The Surgeon General's Office, many of them were old-time members of it. The administration of personnel in the Record and Pension Office had produced in many of the clerks, according to testimony, a reaction of absolute terror. Because of indignant public outcries at the time of the tragedy, when the colonel's peculiar system of management was exposed, he was forced to carry arms for his personal safety. But, in later years, he went on to glory, becoming The Adjutant General of the Army, a unique distinction for a medical officer.¹⁵⁵ In that position, however, he once applied his biting sarcasms to the Chief of Staff, General Leonard Wood,¹⁵⁵ who was also a medical officer. There followed "The Battle of the Doctors," and in 1912 Ainsworth was forced hastily to resign and to retire to private life. "Whoever walks a furlong without sympathy walks to his own funeral."¹¹

In October 1893, the Army Medical School, which had been established¹⁷⁸ by order of the Secretary of War,¹⁷⁹ began its first session, that of 1893-1894, in the Museum and Library Building, occupying parts of the first and third floors. In this same year, 1893, Edison¹⁵⁶ invented the Kinetoscope, or moving picture apparatus, from which was to spring one of the greatest of the Nation's industries.

The Spanish-American War (1898).

Santiago—San Juan Hill—Manila Bay

The U. S. Battleship Maine was sunk on 15 February 1898. During the ensuing Spanish-American War no movement of the office headquarters is recorded. The clerical force regularly employed in 1898-1899 was 117. About 50 more were added during that emergency.

"There'll be a Hot Time in the Old Town Tonight"—"Just Break the News to Mother"

The Territory of Hawaii was annexed in 1898; and, in 1899, there were added Puerto Rico, Guam, and the Philippines. The Tutuila Group in Samoa was obtained by settlement in 1899. In 1904, the Panama Canal Zone was purchased for the purpose of constructing the interocean canal.¹⁸⁰ During 1895-1900, the first automobiles made their appearance—on three wheels, for

wheels, under steam, electricity, and gasoline generation. In 1913, one of the first electric models was owned by Surgeon General and Mrs. Gorgas.¹⁸¹ This car is now in the Smithsonian Institution.¹⁸²

"The Sweetest Story Ever Told"

During the following quarter century, much was written about the American scene. Besides many articles by Ida Tarbell¹⁸³ and Charles Edward Russell,¹⁸⁴ there were significant novels¹⁸⁵ by Hamlin Garland¹⁸⁶ (Much-Travelled Roads, 1890-1898), Theodore Dreiser¹⁸⁷ (Sister Carrie, 1900), Frank Norris¹⁸⁸ (The Octopus, 1901), David Graham Phillips¹⁸⁹ (The Deluge, 1905), Upton Sinclair¹⁹⁰ (The Jungle, 1906), Jack London¹⁹¹ (Revolution, 1910), Edith Wharton¹⁹² (Ethan Frome, 1911), Sinclair Lewis¹⁹³ (Main Street, 1920), and Ellen Glasgow¹⁹⁴ (Barren Ground, 1925).

In 1901, wireless telegraphy was first received in this country. In 1903, the Wright Brothers¹⁹⁵ demonstrated heavier than air flying machines at Kitty Hawk, North Carolina. In 1905, the first motion picture theater was opened in Pittsburg. Sound films were made possible by 1927, and motion and talking pictures have become one of the greatest media for the distribution of knowledge and the circulation of ideas. After the earthquake and fire in San Francisco in 1906, the Medical Department of the Army assisted in establishing sanitary conditions and care for the sick and injured. In 1909, Peary¹⁹⁶ reached the North Pole. Halley's comet was visible day and night in April and May of 1910. The parcel post system began to operate on 1 January 1913. The Panama Canal was opened on 15 August 1914, its building made possible by the Medical Department of the Army and the work of Walter Reed¹⁹⁷ and Gorgas¹⁸¹ in eliminating malaria and yellow fever. The cost of constructing the canal was about \$400,000,000. The Virgin Islands were acquired by purchase from Denmark in January 1917.¹⁹⁸

"Listen to the Mocking Bird"—"Come, Josephine, in My Flying Machine"

Punitive Expedition into Mexico (1916-1917). The American Punitive Expedition into Mexico began 17 March 1916, when General Pershing,¹⁹⁹ with a force of 12,000 troops, crossed the border in pursuit of Pancho Villa.²⁰⁰ The unsuccessful expedition was withdrawn on 5 February 1917. No general expansion of The Surgeon General's staff was required because of this emergency.

In Washington, in the early 1900's, the terminal railroad station was located at Sixth and B Streets, NW.; the Old Ebbitt House was at Fourteenth and F Streets, NW., where the present National Press Building is located; the British Embassy was at the corner of Connecticut Avenue and N Streets, W., and the old Bradley home, a feudal-appearing castle, was removed stone by stone and re-erected in one of the New England States from its location on Dupont Circle where the Dupont Apartment Building now stands. The old Corcoran residence at Sixteenth and H Streets, NW., gave way to the Chamber of Commerce of the United States; the old Arlington Hotel at Vermont

Avenue and H Streets, NW., was demolished to make room for the eyesore that is the U. S. Veterans' Administration Building; the old fashioned and conservative Shoreham Hotel at Fifteenth and H Streets, NW., has become the modern Shoreham office building; most of the larger embassies and legations that were on Sixteenth Street have followed the British Embassy to Massachusetts Avenue, NW. Poli's Theater was removed from the south side of Pennsylvania Avenue at Fifteenth Street to make room for the Commerce Department under the Hoover Administration; in fact, the triangular park south of the Washington Hotel is the location of the former theater. The Shubert-Garrick Theater was torn down to make room for the Hecht Department Store at the corner of Seventh and F Streets, NW. The President and the Bijou Theaters have long since disappeared from lower Pennsylvania Avenue, NW. There were not many more than a half dozen motion picture houses for the silent films in those days; the Columbia was the only one on F Street, NW. However, there were five theaters for stage productions and each one was filled to capacity, in addition to the vaudeville at Keith's Theater on Fifteenth Street, NW. Instead of the present huge Government buildings along Pennsylvania Avenue, there were small shops and most of the Chinese community of Washington who are now quartered farther uptown. In 1922, the Knickerbocker Theater at Eighteenth Street and Columbia Road, NW., collapsed under the weight of heavy snows—Washington's greatest catastrophe since the Civil War.²⁰¹ The Ambassador Theater was later erected on the same spot.

"Alexander's Ragtime Band"—"Meet Me in the Shadows"

World War I (1917-1918).

Cantigny—Belleau Wood—Chateau Thierry

At the beginning of World War I, there were in The Surgeon General's Office 7 commissioned officers of the Medical Department, 1 nurse, and 134 civilian employees. This force was expanded to a total of 265 commissioned officers of the Medical Department, 30 nurses, 191 enlisted men acting in clerical capacities, and 1,617 civilian employees—a maximum of 2,103 employees.²⁰² The civilian force in the field expanded likewise from 260 to a maximum of 20,000.²⁰³

The Marne—Somme—St. Mihiel—Argonne

1917

The office headquarters in the State, War, and Navy Building (16 rooms, 8,049 square feet), which had housed The Surgeon General and his staff since 1887, was forced into wide expansion. In July 1917, that part of the office, with the exception of the Statistical Branch of the Sanitary Division, was moved to six floors of the Mills Building, at Seventeenth Street and Pennsylvania Avenue, NW. (figure 11). The space (32,000 square feet) in this building allotted by the Secretary of War to The Surgeon General was soon found to be inadequate for the needs of the office. The Veterinary Branch was later

moved to the Cassell House, 1907 F Street, NW., which is now a part of the downtown branch of American University (figure 12). The newly created Finance and Supply Division and the Division of Special Hospitals and Physical Reconstruction were housed in the Premier Apartment Building at 718 Eighteenth Street, NW., which was commandeered for the purpose (figure 13), while the Statistical Branch was moved, first, to the Old Land Office Building at Seventh and E Streets, NW. (figure 14), thence to the Mills Building (figure 11), thence to the Hooe Building at 1380 F Street, NW. (formerly on the site of the present National Press Building), and finally, on 1 February 1918, to the three-story garage building on the northeast corner of Twenty-fourth and M Streets, NW.²⁰⁴ (figure 15). The combined floor space occupied by The Surgeon General's Office in January 1918 was 147,966 square feet, which included the Museum and Library Division, housed at Seventh and B Streets, SW., with a floor space of 73,818 square feet.

"Over There"—"Keep the Home Fires Burning"—"K-k-k-Katie"

1918

In May 1918, the office, with the exception of the Museum and Library Division, was again moved, this time to "Unit F" of the Henry Park Buildings (temporary three-story construction) situated on the Mall near Seventh and B Streets, NW. (figure 16), and in proximity to the Smithsonian Institution, the new National Museum, the Museum and Library Division Building, and the great Center Market of the city, on the site of which now stands the imposing Archives Building. Unit F was originally constructed for the use of the Medical Department of the Army, but eventually only 179,078 square feet were allotted to The Surgeon General. For the first time since entry into the war all activities of the office were housed under one roof, with the exception of the Museum and Library Division, and that was near by.

Our account, thus far, concludes one hundred years of official residence in Washington for The Surgeon General and his staff. The latter fifty years comprised an era strong in the arts and sciences and with a rising feeling for social justice. Most, if not all, of its notable figures were in Washington at one time or another. In showmanship, there were Buffalo Bill²⁰⁵ and his wild-riding cowboys, Barnum²⁰⁶ ("There's one born every minute"), Lew Docstater of minstrel fame ("Gentlemen, be seated!"), and the teams of Weber and Fields and Montgomery and Stone. The stage was adorned by John Drew, the younger,²⁰⁷ Ada Rehan,²⁰⁸ Nat Goodwin,²⁰⁹ DeWolfe Hopper,²¹⁰ Lillian Russell,²¹¹ beautiful exponent of how to live a hundred years; regal Marine Elliott,²¹² of the beautiful back; Mary Anderson, James K. Hackett,²¹³ whose son visited The Surgeon General's Office in 1942; good humored May Irwin;²¹⁴ William Gillette,²¹⁵ famed for his "Sherlock Holmes" and "Secret Service"; Wilton Lackaye,²¹⁶ as Svengali in "Trilby"; David Warfield²¹⁷ as the beloved "Music Master" and the "Auctioneer"; the ever charming Maude Adams,²¹⁸ in the plays of Sir James M. Barrie; Julia Marlowe²¹⁹ and her husband, E. H. Sothorn,²²⁰ in Shakespearian roles; Mrs. Fiske,²²¹ in tragic and comedy roles, and noted for her portrayal of "Becky

Sharp"; Otis Skinner²²² in "Kismet"; and Nance O'Neil²²³ in "The Passion Flower." There were Isadora Duncan,²²⁴ who revolutionized the conventional ballet; and the singers, Louise Homer²²⁵ and Emma Eames.²²⁶ Among musicians were Edward MacDowell,²²⁷ composer, whose wife founded and maintains the MacDowell Colony at Peterboro, New Hampshire; and Maude Powell,²²⁸ violinist. One could not omit the names of a few producers of note, such as Augustin Daley, Tony Pastor, Charles Frohman,²²⁹ and David Belasco.²³⁰

Legal talent shone in Joseph Choate,²³¹ Elihu Root,²³² Chauncy Depew,²³³ and William T. Jerome.²³⁴ Painters of note included Homer,²³⁵ Sargent,²³⁶ Inness,²³⁷ Bellows,²³⁸ and Eakins.²³⁹ The sciences were enriched by Steinmetz,²⁴⁰ Burbank,²⁴¹ Carver,²⁴² Jane Addams,²⁴³ Charles W. Eliot,²⁴⁴ and Booker T. Washington;²⁴⁵ and literature by the novels of the expatriate Henry James,²⁴⁶ and the tales of Ambrose Bierce.²⁴⁷

The "elegance" of quarters to which The Surgeon General's Office had attained was exceeded only by the gallantry engendered in the male breast by the introduction of women employees during this period. A reflection of the idealism of Woodrow Wilson²³³ was revealed in the inner spirit of the employees—the x factor necessary to the success of life and its undertakings—and the inadequate and scattered office quarters made necessary during the war period became of no consequence in the determination to contribute every effort toward victory and the continuation of the American way of life.

FROM 1918 TO 1948

The government has no department that takes cognizance of life itself; it posts no watchers out of doors to sniff the wind and inform those within of eternity.—Halle²⁴⁸

1920

The Unit F Building served The Surgeon General's Office until 1920, when all but the Museum and Library Division was again moved to 46,310 square feet in the semipermanent Munitions Building on Constitution Avenue between Nineteenth and Twenty-first Streets, NW. (figure 17). The move was made on 17 August 1920, again in the shadow of Lincoln, near the beautiful Lincoln Memorial which was dedicated on Memorial Day, 30 May 1922, a quarter century ago. The dedication was attended by President Harding,²⁴⁹ Robert Todd Lincoln,¹⁴³ son of Abraham,²⁷ Chief Justice Taft,²⁵⁰ Henry Bacon,²⁵¹ architect of the Memorial, Daniel Chester French,²⁵² the sculptor, Dr. Moton,²⁵³ president of Tuskegee Institute, and Edwin Markham,²⁵⁴ who read his poem "The Man with the Hoe."

Many shifts occurred within the Munitions Building, but no further major moves were necessary for seventeen years. In 1939, the space occupied in the Munitions Building had been reduced to 32,122 square feet.

The Eighteenth Amendment to the Constitution dried up the legal supply of spiritous liquors, except for medical use, from 16 January 1920 until 6 December 1933 when it was repealed by the Twenty-first Amendment. Equal suffrage for women was embodied in the Nineteenth Amendment, effective 26 August 1920.

An act for the retirement of employees in the Classified Civil Service was approved 22 May 1929,²⁵⁵ and since then it has been amended and improved on many occasions. Some there were who for years had been carried to and from work, sometimes in Government vehicles. The act enabled many elderly clerks to cease their labor in The Surgeon General's Office. An act to provide for the classification of civilian positions within the District of Columbia and in the field services was approved 4 March 1923.²⁵⁶ It, too, has been amended a number of times since that date.

In 1921, the KDKA broadcasting station was opened in Pittsburgh. Twenty-five years later, there were 915 licensed broadcasting stations in the United States, and the number of receiving sets was estimated to be at least 56,000,000. On 7 November 1935, The Surgeon General of the Army for

the first time spoke officially over the radio. General Reynolds' subject on that occasion was "The Constructive and Humanitarian Work of the Army."²⁵⁷ In Washington, the "Senators" won the baseball world series in 1924, while in 1927, following postwar years of disillusionment and lack of faith in those in high quarters,²⁵⁸ a wave of pride and hero worship swept Washington and the country in the wake of the daring solo flight from New York to Paris, on 20-21 May, by the young American aviator, Lindbergh,²⁵⁹ who thereby won the Orteig prize²⁶⁰ originally offered in 1919.

In the summer of 1932, a worn and desperate band of former service men, having converged on Washington to lobby for the immediate payment of their bonus certificates, were camping on the sites of demolished wartime temporary dormitories and offices scheduled for removal along Pennsylvania Avenue, NW., and on Anacostia Island, and had become a menace to public health and a center of increasing disorders. Despite the pleas of the chief of police,²⁶¹ they were finally dispersed at the order of President Hoover²⁶² by cavalry and machine guns from Fort Myer, which rumbled past The Surgeon General's Office shortly after 3:00 p.m. on 28 July.²⁶³

1939

The rise of Hitler²⁶⁴ and Mussolini²⁶⁵ and an increasing armed force at home finally made further moves necessary for The Surgeon General and his staff. The first of these, on 1 May 1939, was to the first six floors and basement of Corcoran Courts, a vacated eight-story apartment building at 401 Twenty-third Street, NW., which was shared with a part of the office of The Chief of Finance, and was known as War Department Annex No. 1 (figure 18). Thirty-five thousand square feet were allotted to The Surgeon General. Many records were sent to the Archives Building and others were stored at Fort Myer in nearby Virginia. However, it was but a short stay. By 4

1941

January 1941, the office staff, consisting of 87 commissioned personnel, 7 nurses, and 714 civilian employes, had moved again, this time to 90,000 square feet of space in the newly constructed and sensibly luxurious Social Security Building on Independence Avenue, between Third and Fourth Streets, SW. (figure 19). Independence Avenue was the new name for B Street, SW.

World War II (1941-1945). On 8 September 1939, the President³¹ declared a state of limited emergency, and on 27 May 1941 he raised this to a state of unlimited national emergency. On 7 December 1941, while special embassies from Japan were in Washington discussing disagreements between the two countries, Japanese airplanes attacked the American Naval Base at Pearl Harbor, near Honolulu, Hawaii, where 86 ships were at anchor. Heavy destruction and damage were inflicted on 8 battleships and on many other craft, including practically all Army and Navy aircraft in Hawaii. The killed, wounded, and missing totaled 4,575 men. On the next day, 8 December 1941, the United States was officially involved in what was to become a global war.

North Africa—Anzio—Omaha and Utah Beachheads—St. Lo—Bastogne

On 7 November 1942, American troops landed on the North Coast of Africa. On 6 June 1944, Allied troops landed on the Coast of Normandy, France (D-Day), and on 8 May 1945, the German Command capitulated (VE-Day). The surrender of Japan was announced on 14 August 1945, and on 2 September 1945 occurred the formal capitulation of Japan (VJ-Day). The cessation of hostilities was formally announced by the President²⁶⁶ as effective 31 December 1946.

The Coral Sea—Guadalcanal—New Guinea—Tarawa

With the experience of London and other British cities in mind, Washington was obsessed with the fear of hostile air raids. Homes, stores, and Government buildings indicated by placards the safest shelters available, and civic and Governmental test alarms, drills, and "blackouts" were rigorously performed. The city was ringed with antiaircraft batteries, and antiaircraft guns were manned on the State Department Building, the Court of Claims Building, and many other Government and private buildings in the city. One of the latter was the Chestnut Farms Dairy building near the M Street bridge across Rock Creek.

Saipan—Two Jima—The Philippines

The secret development (as the "Manhattan Project"), manufacture, and employment of the atomic bomb by the United States and subsequent international maneuvers to control its use in future were matters of vital interest. Five atomic bombs were used: (1) at Alamogordo, New Mexico, 16 July 1945; (2) on Hiroshima, Japan,²⁶⁷ 6 August 1945; (3) on Nagasaki, Japan,²⁶⁷ 9 August 1945; (4) and at Bikini Atoll in the Pacific, "Operation Crossroads,"—an overhead experiment on 1 July 1946 ("Able-Day"), and a shallow underwater experiment on 25 July 1946 ("Baker-Day").

"Don't Sit Under the Apple Tree With Anyone Else But Me"

At the beginning of World War II, there were 896 civilian employees and about 38 commissioned personnel in the office, including the Museum and Library Division. This was 736 more civilian employees than normally required in peacetime during the 1920's. This staff eventually expanded to 1,732 civilian employees at the wartime peak. In the field the civilian employees expanded from 26,439 on 31 December 1941 to nearly 75,000.

1941

On 15 December 1941, the office was moved into the thirteen-story building newly constructed for, but not yet occupied by, the Maritime Commission, at 1818 H Street, NW., and from this location the splendid work of the Medical Department was directed during World War II (figure 20). Additional space was for a time required for record files and personnel at the La Salle Building, a large apartment with commercial offices and stores on the ground floor, at 1034 Connecticut Avenue, NW.

1942

During the period March to September 1942, the Field Branch of the Civilian Personnel Division was housed in a temporary barrack-like utilities building, part of a greenhouse unit, at the Arlington Experimental Farms, across the Potomac from the city, while the Departmental Branch of the same Division was housed for about the same period in the Securities and Exchange Building on the southeast corner of Pennsylvania Avenue and Eighteenth Street, NW., a few steps from the main office in the Maritime Building.

1945

With the development and expansion of the Department of State, the quarters in the Maritime Building were finally given up to that Department at the direction of President Truman,²⁶⁶ and The Surgeon General's Office was again on the march—this time away from the "permanent seat of Government" and into the State of Virginia, to 135,000 square feet of The Pentagon, which building has been previously mentioned. The move took place in December 1945. As is usual, circumstances have occasioned many moves within this monumental structure (figures 21 and 22). The Supply Service occupied for a short time 20,000 square feet in Tempo Building T5, near the Army War College (now termed National War College), from 22 December 1945 until 27 January 1946, when employes and equipment of that section of the office were absorbed in The Pentagon.

The past thirty years have covered a severe depression²⁶⁸ and a war²⁶⁹ on a scale more vast than history has thus far recorded. Nevertheless, music, literature (especially poetry), and the stage have flourished—as all things flourish—under difficulties. On the stage we have seen Walter Hampton,²⁷⁰ famous for his "Cyrano de Bergerac"; Bertha Kalisch, tragically impressive in "Magda" and "The Kreutzer Sonata"; Florence Reed²⁷¹ in "The Shanghai Gesture"; Frances Starr in "The Easiest Way"; Jane Cowl^{271a} in "Lilac Time" (1918), "Pelleas and Melisande" (1923), and "First Lady" (1935-1936); Lillian Gish in the motion pictures "Birth of a Nation," "Broken Blossoms," and "The Scarlet Letter," and on the stage in "The Star Wagon," "Uncle Vanya," "Within the Gates," "Hamlet," and "Crime and Punishment"; Judith Anderson in "Mourning Becomes Electra," "Macbeth," "As You Desire Me," and "Medea"; Pauline Lord²⁷² in "Anna Christie," "They Knew What They Wanted," and "The Glass Menagerie"; Ethel Barrymore²⁷³ in "Déclassée"; Katherine Cornell²⁷⁴ in "The Barretts of Wimpole Street"; and Helen Hayes,²⁷⁵ of Washington, in "Dear Brutus," "What Every Woman Knows," and "Victoria Regina." Those who amuse always win affectionate regard, so we add the names of Tom Wise, Raymond Hitchcock, Mr. and Mrs. Sydney Drew, Herbert Salinger, Richard Carle, Walter Catlett, Eddie Foy, Sr., Nora Bayes, Cecil Lean, Cleo Mayfield, Elsie Janis, Ernest Truex, Roland Young, Ina Claire (Mrs. William Wallace), and the Lunts—Alfred and Lynn.

In the dance we have seen Agna Enters, Agnes deMille, and Martha Graham. Playrights have included Eugene O'Neill,²⁷⁶ with his "Beyond the Horison," "Strange Interlude," "Desire Under the Elms," "Mourning Becomes Electra," and "The Iceman Cometh"; and Maxwell Anderson,²⁷⁷ with his

"Winterset," "Elizabeth the Queen," and "Mary Queen of Scots." We have heard the voices of Geraldine Farrar,²⁷⁸ Richard Crooks,²⁷⁹ Roland Hayes,²⁸⁰ Richard Bonelli,²⁸¹ Lawrence Tibbett,²⁸² Paul Robeson,²⁸³ Joseph Bentonelli,²⁸⁴ Leonard Warren,²⁸⁵ Jan Peerce, Marian Anderson,²⁸⁶ and the composers Ernest Shelling (survived by his sister, Julia Shelling, who lives, teaches, and lectures in Washington), Charles Griffes,²⁸⁷ George Gershwin, with his "Rhapsody in Blue" and "Porgy and Bess"; Samuel Barber,²⁸⁸ Roy Harris,²⁸⁹ and William Shuman. We have heard the violinist Albert Spalding.²⁹⁰ In sports, we have remembered Ty Cobb,²⁹¹ and Washington's own contribution, Walter Johnson,²⁹² in baseball; and Knute Rockne²⁹³ in football. Two men have lent especial dignity to the Supreme Court: Charles Evans Hughes,²⁹⁴ and Oliver Wendell Holmes,²⁹⁵ son of the good Doctor.

Outstanding among sculptors are Augustus St. Gaudens,¹⁰¹ Gutzon Borglum,²⁹⁶ Daniel Chester French,²⁵² and Melvina Hoffman.²⁹⁷ There have been many poets, a few among them being Edna Millay,²⁹⁸ Elinor Wylie,²⁹⁹ whose family home was on Thomas Circle; Amy Lowell,³⁰⁰ Robert Frost,³⁰¹ Sara Teasdale,³⁰² and T. S. Eliot.³⁰³ Among the prose writers not heretofore mentioned, we have read Sherwood Anderson³⁰⁴ ("Winesburg, Ohio," 1919), and Thornton Wilder³⁰⁵ ("The Bridge of San Luis Rey," 1927; "Our Town," 1938).

In 1920, a quarter century ago, the District of Columbia contained 437,571 inhabitants, while the population of the entire Metropolitan area including adjacent residences in Montgomery, Prince Georges, Arlington, Alexandria, and Fairfax Counties, was 571,852. In 1930, the figures were 485,716 and 670,525. In 1940, they had advanced to 663,091 and 967,985. The estimate for 1946 was put at 930,000 for Washington and 1,380,000 for the entire Metropolitan area, which indicates that nearly a half million people live in the suburbs of the capital city.

The Surgeon General's Office has participated in the development of the City of Washington; it has seen the rapid growth and determined preservation of the United States. The office itself is concerned with the expansion and use of medical science to lessen the miseries of war. Historical contributions of the Army in the field of medicine and public health have been made with the encouragement of the central headquarters of The Surgeon General. Among many, the following individual names and achievements stand out as deserving a place in history:³⁰⁶ (1) William Beaumont's³⁰⁷ research in human digestion. (2) The vision of William A. Hammond³⁰⁸ for the study of pathology.³⁰⁹ (3) The extraordinary organizational scheme of evacuating wounded from the battlefield, devised by Jonathan Letterman.³¹⁰ (4) The bibliographic research and the founding of the Index Catalogue of medicine, by John Shaw Billings.¹⁰⁶ (5) The discovery of the mode of transmission of yellow fever by Walter Reed.¹⁹⁷ ³¹¹ (6) The contributions to the study of bacteriology by George M. Sternberg.³¹² (7) The practical sanitary measures instituted by William C. Gorgas,¹⁷⁸ resulting in the elimination of

mosquito-borne disease in the Panama Canal Zone.³¹³ (8) The United States Army's enviable record in the care and treatment of pulmonary tuberculosis, which received its impetus from the early work of George F. Bushnell.³¹⁴ (9) The introduction of compulsory vaccination against typhoid fever in the U. S. Army by Frederick F. Russell.³¹⁵ (10) The discovery of a method for the practical sterilization of water by means of chlorine, by Carl R. Darnall.³¹⁷ (Note: The original experiments were conducted in Washington with water samples from the Potomac.) (11) The elimination of uncinariasis, or hookworm, from large areas in Puerto Rico, by Bailey K. Ashford.³¹⁸ (12) The coordination of medical elements in the European Theater of Operations in World War I, by Merritte W. Ireland.³¹⁹ ³²⁰

These contributions of great figures of the past have been brilliant and spectacular, both in science and culture. But, despite the fact that medicine men with their Indian herbs, snake oil, and magic universal remedies have given way to the x-ray, penicillin, and streptomycin; that the minstrels, the circus, and the vaudeville have collapsed before the phonograph, the radio, and television, American taste and American civilization show plainly the depression of spirit which has accompanied the mechanical age, streamlined economy, and the increasing tendency to minimum effort of mind and body. A possible corollary is the fact that crime records for the last ten years were broken in 1946.³²¹ However, where clerks once trembled before the insignia of automatic rank and the bellow of misplaced authority, many now offer with confidence their contributions to the welfare of the office and the accomplishment of the mission of the Medical Department. It was evidently to such as these that the President²⁶⁶ spoke in 1945, on the close of the second World War:

"One of the hardest-working groups of war workers during the past four years—and perhaps the least appreciated by the public—has been the Federal employes in Washington and throughout the country. They have carried on the day-to-day operations of the Government which are essential to the support of our fighting men and to the carrying on of the war. On behalf of the Nation, I formally express thanks to them."³²²

In the State of Virginia, beyond the seat of Government, The Surgeon General's Office still remains within the enormous Pentagon—that honeycomb of discontented souls. Here it is again being demonstrated that the physical environment of an office—vistas of marbled halls, air conditioning, ramps and escalators, cafeterias (6), snack bars (8), lavatories (236), cooled water drinking fountains (546), and even an inner court "hatching grounds"—will never bring about contentment of employes or increase work dividends. Only a generous revelation of the inner spirit—the x factor in human relationships—will attract and bind in confidence and unity those who direct and those who serve.

Now, in days of peace, we hope to take courageous grasp on those things of the mind and spirit that are of permanent value; to absorb with deliberation the best of American culture and ideals, and never again to be swayed by little minds, nor influenced by temporary events that soon pass into oblivion because they have no universal significance.

SUPPLEMENT

The Army Medical Museum.

1862

Acting on an order from Surgeon General Hammond,³⁰⁸ dated 1 August 1862, to form a collection for the "Military Medical Museum," Dr. John H. Brinton, Surgeon, U. S. Volunteers,³²³ records that " * * very soon the first specimens, the initial preparations of our new Museum, were ready, and made their official appearance on top of my desk, and on the shelves put up for the purpose in my rooms in The Surgeon General's Office, at first down stairs, and afterwards in the second story room of the office on Pennsylvania Avenue, looking toward Riggs' Bank. This room I afterwards relinquished to Medical Inspector General Perley, and was moved with my Museum possessions into one or two of the small rooms of a second story back building on Pennsylvania Avenue, below the War Department, where quarters were assigned to Dr. Woodward¹³⁹ and myself, then actually pushing on our medical and surgical histories of the war, and compiling our reports of sick and wounded, a work demanding the services of many clerks."

1863

Dr. Lamb^{140 324} comments on the above extract: "The first building named above was really a part of the former Riggs' Bank Building, being the part above and back of that occupied by the bank itself (figure 5). A new building has since been erected. The second building named was then known as 180 Pennsylvania Avenue, west of Seventeenth Street, north side. The building is still standing, with a new number, 1719-1721 (figure 23)." According to Dr. Lamb, the museum collection having outgrown the space allotted to it at 180 Pennsylvania Avenue, it became necessary to secure more suitable quarters, and the Corcoran Schoolhouse was selected. This building was situated at what is now 1325 H Street, NW.; the old building was torn down some years since and the present one erected at 1335 H Street, NW., which is used by the George Washington University Medical School. The school house was taken over for use by the Government and tendered the Medical Department for the use of the Army Medical Museum.³²⁵ It was described as being near (opposite) Dr. Gurley's Church, now the New York Avenue Presbyterian Church. It was in this church that President Lincoln worshipped, sometimes in the pew now appropriately designated and sometimes in the little room at the left as one faces the rostrum. The school house mentioned had previously been fitted up for a picture gallery. The Museum was opened to the public about September 1863.

1866

Between 12 November and 8 December 1866, the specimens were removed to the renovated Ford's Theater building at 513 Tenth

Street, and the Corcoran building was put in use by the Medical College as it was then called. The building on Tenth Street has been described elsewhere in this article (figure 7). On 11 December, the movement of material and records from 180 Pennsylvania Avenue to the Tenth Street building began. It was completed on 21 December and the quarters at 180 Pennsylvania Avenue were also vacated. The Army Medical Museum was again opened to the public 14 April 1867. During the year ending 1 July 1868, 14,448 persons visited the Museum, and in the following year 25,373 persons viewed the exhibit.³²⁶

1888

On 15 February 1888, the removal of the Museum specimens from the Tenth Street building to the new red brick building on the Mall (figure 9) was completed and the Army Medical Museum was again available to the public, on 21 February 1888.

1946

In 1946, the Army Medical Museum became one of four divisions of the greatly expanded Army Institute of Pathology. Most of the exhibits were packed away in the basement of the building, and in October 1946 the Museum was quietly moved out of the building to quarters across the street on Independence Avenue, SW., in a temporary building erected during World War II as barracks for the SPARS (Women's Reserve of the Coast Guard Reserve). (Figure 26.)

The Army Chemical Laboratory. The Army Chemical Laboratory was located in the Ford's Theater Building on Tenth Street (figure 7). This Laboratory was moved into the new building completed in 1887 for the Museum and Library Division of The Surgeon General's Office (figure 9). Many years later, in 1923, it was transferred to the New York Medical Supply Depot, New York, N.Y.

The Army Medical Library.

The Library of The Surgeon General's Office, known as the Army Medical Library since 10 January 1922,³²⁷ was initiated in 1836, during the administration of President Jackson,³²⁸ by Surgeon General Lovell,⁶⁰ when he began in his office the collection of books which was thus to become world famous. It is probable that Colonel Lovell's office was at that time in the Vevan house on G Street—exact location not identified.

In S.G.O. head-
quarters until
1866

It appears that this library collection followed The Surgeon General until the property at 513 Tenth Street was remodeled for office use (figure 7). While the actual date is not of record, books began to be sent to the Tenth Street building almost at once following the remodeling of the premises for office use in 1866. Substantial additions began to

materialize with the active support of Surgeon General Barnes,¹³⁴ and under the direction of Dr. Billings,¹⁰⁶ who came to Washington in 1865 and became

Librarian (1868-1895). In 1864, the library contained 2,000 volumes; but there were 13,000 in 1871, and in 1873 there were 25,000 books and 15,000 pamphlets. In 1879, there were 50,000 books on the shelves.

Between 1865 and 1887, The Surgeon General's Library was a growing collection of books. In cramped quarters over the old Riggs' Bank (figure 5), The Surgeon General and his assistants carried on. Here, among other official business, all new accessions in the way of books, pamphlets, and theses were ticketed and catalogued, after which they were sent to the Library Hall in the Ford's Theater building on Tenth Street. So small were the quarters over Riggs' Bank that boxes of books had to be opened in the back yard.³²⁸ The necessary appropriations for the library were eventually made by the Congress, and its collections began to grow rapidly.

1887 The Library was removed from the Tenth Street building in 1887, to the new red brick building newly constructed on the Mall for the Museum and Library Division (figure 9). The amount appropriated for this structure (\$200,000) was found to be insufficient by \$50,000; hence, one small back building was omitted and many other changes were made to bring the cost within the sum at hand. From news accounts of the period we learn that even then "The building (was) not only too small, but it (was) only partially fireproof and there (was) danger the valuable contents (might) be destroyed by fire."

1942 In 1942, several circumstances pressed for the removal from the Army Medical Library of certain rare and valuable volumes. Space problems, the danger of fire, storms, the building deterioration, and the movement of many items of value away from the City of Washington to locations less vulnerable to air attack by the nations with which we were then at war, all conspired to the decision to open a branch library in an inland city. Accordingly, on 13 July 1942, there was established the Cleveland Branch of the Army Medical Library, located in the Allen Memorial Medical Library, 11,000 Euclid Avenue, Cleveland 6, Ohio. A bindery was an important establishment there for the preservation and repair of the rare books—a work long delayed (figure 24). From August 1942 to January 1943, a considerable portion of the Library's rare books and a large part of its statistical and document collection were shipped to Cleveland, where facilities would be available for "the restoration of the rare books as well as the binding of the medical documents and vital statistics." The volumes classed as rare were the 483 incunabula; 2,672 sixteenth century, 4,346 seventeenth century, 11,048 eighteenth century, 472 later works, 846 special collections, and 300 manuscripts—a total of 20,167 items.³³⁰

? Land for a new building for the Army Medical Library and a suitable structure have been authorized by the Congress,³³¹ but action further than preparation of plans has not yet been taken (February 1948). The proposed location is on East Capital Street, bounded by Third, Fourth, and A Streets, SE., near the Folger Shakespeare Library, the Library of the Supreme Court, and connecting by an underground passage with the Annex to the Library of Congress (figure 25).

The Office of the Civilian Chief Clerk, S.G.O.

Sixty years ago the position of civilian Chief Clerk in a bureau^{22b} dominated by temporarily-assigned military personnel was a delicate one, requiring tact and diplomacy to a high degree. The following letters reveal a situation which existed in earlier days and which at that time effectively blocked the highest level of civilian personnel administration.

WAR DEPARTMENT
Surgeon General's Office
Washington, D. C.

April 2d, 1887.

"Hon. Wm. C. Endicott,³³²
Secretary of War.

Sir;

Mr. Tweedale, Chief Clerk of the War Department, has called upon me and handed me a copy of your circular of March 30th, 1887, relative to the duties of chief clerks of bureaus. I am therein required to report to you in writing what measures I have taken to regulate the clerical force and work of this office, in accordance with sections 173 and 174 of the Revised Statutes, and, in case I have not complied with the law, to submit such remarks as I may deem proper in explanation of my failure.

"In compliance with this requirement, I have the honor to state that I do not take, and never have taken, any measures to give effect to the law in question. A narrow and strict construction of your circular might require no further reason for this neglect, than that I have considered myself subject to the immediate orders of the Surgeon General, that I have never been directed by him to exercise any general supervision, and that the slightest voluntary movement in that direction has been instantly checked. I conceive, however, that your purpose would be more fully answered by giving what I suppose to have been in part the reasons, actuating the successive Surgeons General, who are no longer present, to speak for themselves.

"No intimation has reached me from any quarter that I am considered deficient in business capacity, industry or integrity. Indeed the successive recommendations of the Chief of the bureau, and the fact that I have been left in charge of large pecuniary interests, seem to negative such a supposition.

"I was appointed a clerk of class one in 1857, and in 1862 was promoted to class four, on the recommendation of Surgeon General Hammond.³⁰⁸ I was appointed Chief Clerk, June 27th, 1871, upon the recommendation of Surgeon General Barnes.¹³⁴ From my first entry into office until the last named date I had been employed almost exclusively in examining and recording contracts, accounts and claims—

Documents whose footings would aggregate about \$45,000,000 had passed through my hands, and I was, perhaps, more familiar with them than any other person then was, or was ever likely to become. The Surgeon General may possibly have thought that I would render more valuable service by remaining in charge of these matters than if I were removed to a new sphere of duty.

"Again, the greater part of the clerical force and work of this office are under the immediate direction of commissioned officers; some of whom are conspicuous for their rank, services, or attainments, and the least of whom treat me as an inferior. Any attempt to interfere within their respective jurisdictions would lead to conflicts of authority that might prove disastrous to a meddlesome chief clerk. I suppose it is somewhat so in all military bureaus, and it is probable that this was a further consideration in the mind of the Surgeon General.

"More potent, however, than either of the above considerations, was probably the peculiar bias of the late General Crane's mind.³³³ He came into the office in 1863, and showed a marked aptitude for supervising the minutiae of office work. He wished to be kept individually advised what every man was doing, and how he was doing it. For many years he added to the duties of a staff-officer all those that usually devolve upon a chief clerk. I apprehend that he would have resented very effectually any interference with his management. But at length increasing cares and failing strength led to an insensible transfer of most of the details to the efficient clerk who acted as his private secretary. This transfer culminated in an order dated August 24, 1882, a copy of which is herewith enclosed.

"This order, conferring plenary authority sufficiently indicates the General's failing powers. Since that time the Chief of the Administrative Branch has presented to the general view all the appearance of the chief clerk of a bureau.

"For myself, with three assistants I have charge of the furnishing of artificial limbs and appliances, or commutation therefor, the examination of accounts of disbursing officers, and the examination in part of all old claims. I fully believe that my present sphere of activity might be somewhat enlarged, with advantage to the public service.

Very respectfully

Your obedient servant

(Signed) Samuel Ramsey

Chief Clerk."

(Note: Transmitted through
The Surgeon General.)³³⁴

To the above letter the following prompt reply was received from the Secretary of War.

WAR DEPARTMENT
Washington City

April 18, 1887.

"Sir:

"I have received the report of Mr. Ramsey, Chief Clerk of the Surgeon General's Office, dated the 2d instant, forwarded by you on the 5th instant.

"It appears from this report that Mr. Ramsey is on duty in charge of a division of work in your office and has been so engaged for several years, and that he has not performed the duties imposed upon him by Sections 173 and 174 of the Revised Statutes.

"It will be seen from the law that the duties of Chief Clerk cannot be delegated to another, and I have the honor therefore to inform you that Mr. Ramsey should at once resume his legitimate duty as Chief Clerk of the Surgeon General's Office.

Very respectfully,

Your obedient servant,

The

Wm. C. Endicott,³³²

Secretary of War."

Surgeon General

U. S. Army.³³⁴

On 19 April 1887 an S.G.O. Order restored Mr. Ramsey to the Office of Chief Clerk, and on 29 April 1887 The Surgeon General issued another order outlining the specific duties of the Chief Clerk, S.G.O.³³⁴

The Revised Statutes of the United States referred to in the above correspondence read as follows:³³⁵

"RS. 173. Each chief clerk in the several Departments, and Bureaus, and other offices connected with the Departments, shall supervise, under the direction of his immediate superior, the duties of the other clerks therein, and see that they are faithfully performed.³³⁶

"RS. 174. Each chief clerk shall take care, from time to time, that the duties of the other clerks are distributed with equality and uniformity, according to the nature of the case. He shall revise such distribution from time to time, for the purpose of correcting any tendency to undue accumulation or reduction of duties, whether arising from individual negligence or incapacity, or from increase or diminution of particular kinds of business. And he shall report monthly to his superior officer any existing defect that he may be aware of in the arrangement or dispatch of business.³³⁶

"RS. 175. Each head of a Department, chief of a Bureau, or other superior officer, shall, upon receiving each monthly report of his chief clerk, rendered pursuant to the preceding section, examine the facts stated therein, and take such measures, in the exercise of the powers conferred upon him by law, as may be necessary and proper to amend any existing defects in the arrangement or dispatch of business disclosed by such report."³³⁶

During the period of World War I, the Chief Clerk of The Surgeon General's Office was assisted by many additional commissioned and civilian executive officers and assistants, including imported efficiency specialists. At its greatest expansion, the civilian payroll covered 1,617 employees. The average of salaries in The Surgeon General's Office was known to be next to the lowest of any bureau in the War Department, underbid only by the Militia Bureau (later known as the National Guard Bureau); yet, early in the war, a petition for extra pay for overtime work was indignantly rejected on patriotic grounds by the employees themselves, and its circulation was stopped. Many employees gave one hundred extra hours a month to their work; a few gave as many as one hundred and fifty or more extra hours each month. So long and strenuous were these voluntary work hours (without pay) that, to relieve the tension in at least one branch, a halt was insisted on once a week for general congregation, conversation, the development of acquaintance with fellow employees, and the reading of articles or short stories.³³⁷ Smoking indoors was not permitted because of the temporary construction of Unit F, but short recesses were arranged for that purpose, when employees walked out of doors. In all dealings with the employees idealism was stressed; the spirit of the civilian group was kept exceptionally high. Group singing out of doors was a frequent practice, followed by personal words of encouragement from The Surgeon General.³¹⁹ A personal address by Secretary of War Baker³³⁸ produced a particularly inspiring effect among the employees. Salary adjustments were based on recommendations as to efficiency and on funds available. Such funds were allocated to division heads, and promotions, based on recommendations of supervisors, and approved by the division heads, could generally be effected with dispatch. In most instances, the employee was not aware of a proposed promotion, and no time was spent by him in publicizing his value to the office. If his name could not be reached on one list it was placed foremost on the next one submitted. In the matter of employee counsel, a subsection of the Chief Clerk's office was established for this purpose. The greatest contributions were in finding rooms for newly arrived clerks, assisting during the great influenza epidemic of 1917-1918, and escorting home those inexperienced persons to whom life in the wartime capital had been too harrowing an experience. The Ordnance Welfare Service was available to us for many years.

The Classification Act was passed in 1923, to provide equal pay for equal work.²⁵⁶ In its wake there were created many positions as personnel administrators, civilian technicians, job classifiers, job analysts, job reviewers, employee utilization experts, boards of appeal, and assistants to

the same, with accompanying regulations, instructions, manuals, and blank forms. The position of Chief Clerk, in The Surgeon General's Office, which had existed formally since 1871³³⁹ and by general acceptance for fifty years before that,³⁴⁰ was discontinued in 1943, after one hundred and seventeen years. The personal relationship between the employe and The Surgeon General, with the Chief Clerk acting as intermediary, ended. In its stead appeared (1) the newly-imposed Control Division, which made expert mountains out of practical mole hills; (2) an Office Service Division, and (3) a greatly expanded Civilian Personnel Division, with its Employe Relations Branch. Internal bickerings and jockeyings for position within these three divisions have been effective to a degree in destroying confidence and creating among the civilian employes a feeling of frustration and defeat. When personal relationship was eclipsed by group efficiency, the lost identity of the individual became a problem, at least to himself, and affected his work performance. In the absence of a Chief Clerk, it was natural that more and more control was placed in the hands of division heads, who were officers of the Medical Department temporarily assigned to the office and who had neither knowledge nor experience in employe administration. Instead of advice to a central point from division heads, there were local decisions beyond which the employe could not go; and it was possible for as many different views to be held on a single subject as there were divisions in the office. The Control Division, or Management Engineering Division as it was later to be termed, was abolished in 1946,³⁴¹ and the merger of certain civilian personnel functions in the office of the Secretary of War (Secretary of the Army) was effected in 1947.³⁴²

During World War II, at its greatest expansion, the civilian payroll covered 1,732 employes. Although, as will be shown, the work week was extended during the period of greatest stress,³⁵⁵ ³⁵⁸ many liberalities were introduced affecting salary and monetary and honorary awards. These included (1) authorized overtime,³⁵⁴ ³⁵⁸ (2) night pay differential,³⁵⁸ (3) periodic within-grade promotion,³⁵⁸ (4) extra payments on a graduated scale for "ideas" developed on the job as part of the job,³⁵⁶ and (5) for superior accomplishment, a monetary reward in the form of a special within-grade promotion.³⁵⁸ Another plan for stimulating morale was introduced by the War Department in December 1943 with (6) a series of certificates and emblems for length of service (6 months, 10 years, and 25 years), (7) citation and emblem for meritorious civilian service (the emblem was later replaced by a silver lapel button), and (8) citation, gold medal, and lapel rosette for exceptional civilian service, this latter entitling the recipient to a within-grade promotion.³⁵⁷ In two years and five months following Congressional authorization, two within-grade promotions were awarded for superior accomplishment (5) in The Surgeon General's Office. In over four years in which the program of awards for civilian service has been effective, one hundred and fifty-eight awards for meritorious service (7) were made to about ten percent of the civilian employes in The Surgeon General's Office during World War II; the highest civilian employe award, that for exceptional service (8), was made to three specialists

temporarily employed during the war. Recognition for exceptional service was not made to any career civilian employe in The Surgeon General's Office.

Many of the details connected with a salary increase or a position reclassification were shouldered by the individual employe concerned. The project for reclassification had to pass inspection of the immediate supervisor, a section or branch chief, a division or service chief, the Civilian Personnel Division, the Civil Service Commission, and possibly an Appeals Board. Occasionally a request for reclassification would remain on a single desk within a Division organization for four to six months. It became possible for an endeavor to obtain a reclassification to take as long as one year, in which time the employe was likely to spend days, if not weeks, on the details involved. Only the most grim defender of a principle was likely to survive one of the longer drawn-out struggles. An appropriate amendment to the Classification Act of 1923 might relieve the situation thus developed. The office of civilian chief clerk, charged with supervising the routine functions of the civilian employes and their proper and honest performance, correcting any inequities, and giving moral and spiritual backing to the individual employe, has not yet been restored (1948) since its discontinuance in 1943. The chief clerks of The Surgeon General's Office have been as follows.

Richmond Johnson	From 16 January 1826 to 31 August 1870
Samuel Ramsey	From 1 September 1870 to 30 June 1871 From 1 July 1871 to 30 November 1890
John J. Beardsley	From 1 December 1890 to 28 December 1891
George A. Jones	From 29 December 1891 to 12 January 1908
John Wilson	From 16 January 1908 to 20 June 1917
Bertis B. Thompson	From 21 June 1917 to 19 September 1917
George A. Ninas	From 24 September 1917 to 5 October 1917
John Wilson	From 6 October 1917 to 21 November 1917
George A. Ninas	From 23 November 1917 to 30 August 1918
John J. Pringle	From 31 August 1918 to 30 June 1920
Bertis B. Thompson	From 1 July 1920 to 31 October 1933
R. Harry Brooke	From 23 January 1934 to 31 August 1942 From 1 September 1942 to 30 June 1943

Hours of employment.

Early Washingtonians, at least during the first half of the Nineteenth Century, were accustomed to take their dinner at two o'clock in the afternoon, at which hour the business in the Government departments apparently ended for the day.³⁴³ Thus, a five-hour day, from 9:00 a.m. to 2:00 p.m., seems to have been in vogue for over forty years, as shown by the letter written to Poe in 1841 and quoted earlier in this paper,⁸² despite the fact that, during the second presidential term of Andrew Jackson,³²⁸ it was required that the War Department, as well as certain other departments, keep open for business eight hours in each day except Sundays and Christmas from 1 October to 1 April and ten hours each day except Sundays and 4 July from 1 April to 1 October.³⁴⁴ That this law was not universally enforced in the departments is further indicated by Surgeon General Lawson,⁸³ who, in reporting in 1841 the duties performed by his three employees, cited the hours of employment in The Surgeon General's Office as from 9:00 a.m. to 3:00 p.m.³⁴⁵

In 1874, the Congress specified³⁴⁶ that the heads of executive departments and bureaus should prescribe such hours of labor as might be necessary for proper dispatch of public business, not to exceed the time for which the departments were by law required to be open for business, any usage to the contrary notwithstanding. If applied rigorously, this established a basic workweek of forty-eight to sixty hours. However, the Civil Service Reform Act of 1883¹⁶⁰ was quickly followed by a law prescribing a seven-hour day, excepting Sundays and established holidays, which might be extended or limited at the discretion of heads of departments, with no compensation for overtime.³⁴⁷ This was equivalent to a basic workweek of not more than forty-two hours. Ten years later, much the same provisions were enacted into law, granting, in addition, thirty days' annual leave and a possible sixty days' annual sick leave with pay.³⁴⁸ In March 1898, the discretion as to limiting hours of employment below the seven-hour day was removed, thus assuring a basic workweek of not less than forty-two hours. The sick leave was reduced to thirty days annually. Furthermore, heads of departments were required to secure monthly reports on the condition of the public business and, if found to be in arrears, to extend the hours of employment.³⁴⁹ In July 1898, it was reaffirmed that annual leave might be granted despite the fact that the full period of sick leave had been taken,³⁵⁰ and in February 1899 it was provided that annual leave should be exclusive of Sundays and holidays.³⁵¹

It had long been the custom to limit by Executive Order the hours of labor in the executive departments in Washington to four hours on Saturdays during the sultry summer weather—formerly, during July, August, and September; but during the first term of Woodrow Wilson,¹³³ in 1914, it was changed to 15 June to 15 September. In 1927, President Coolidge³⁵² extended the period from the first Saturday in June to the last Saturday in September, both inclusive, making a four-month period. In 1931, the Congress granted a four-hour day on Saturdays throughout the year,³⁵³ bringing the basic workweek down to thirty-nine hours.

Wartime legislation³⁵⁴ had authorized payment for approved overtime. During the period December 1942 to September 1945, the basic workweek in The Surgeon General's Office had gradually risen to fifty-four hours;³⁵⁵ although many individuals worked longer hours with and without compensation for overtime during the war period.

The present law, enacted in 1945, established a basic workweek of forty hours, generally applied as an eight-hour day, five-day week, from Monday through Friday. It also provided for pay for authorized overtime and for a night pay differential; for periodic within-grade salary advancements; and for monetary rewards for superior accomplishment.³⁵⁸

References

1. Department of the Army, Office of The Surgeon General.
2. John Smith (1580-1631), founder of Virginia.
3. He renamed Goose Creek Tiber Creek to correspond to the river that flows through Rome, Italy.
4. Caemmerer, H. P.: Washington the National Capital. Washington: U. S. Government Printing Office, 1932. Senate Document No. 332, 71st Congress, 3d Session.
5. John Clagett Proctor in The Sunday Star, Washington, D. C., 26 January 1947.
6. Bryan, W. B.: A History of the National Capital. New York: The Macmillan Company, 2 vols., 1914. Vol. I, pp. 515 and 560-561.
7. On 30 April 1783. Journal of the Continental Congress, Vol. XXIV, page 313.
8. Act of 16 July 1790 (1 Stat. 130).
9. Thomas Jefferson (1743-1826), President 1801-1809.
10. George Washington (1732-1799), President 1789-1797.
11. Pierre Charles L'Enfant (1754-1825), a French engineer in America.
12. At the foot of, or near the foot of, Wisconsin Avenue, near the Virginia Ferry. Bryan, W. B., op. cit., Vol. I, pp. 132 and 159.
13. Bryan, W. B., op. cit., Vol. I, page 132.
14. Wilson, Rufus R.: Washington, the Capital City. Philadelphia: J. B. Lippincott, 1901, 2 Vols. Vol. I, page 20. "In this way, without advancing a dollar and at a total cost of \$36,000, the Government acquired a tract of 600 acres in the heart of the city. The 10,136 building lots assigned to it ultimately proved to be worth \$850,000, and now represent a value of \$70,000,000. Shrewd financier as he was, it is doubtful if Washington ever made another so good a bargain as that with Burnes and his neighbors."
15. Act of 21 February 1871 (16 Stat. 428).
16. 8 June 1751.
17. Act of 11 February 1895 (28 Stat. 650).
18. Caemmerer, H. P., op. cit.
19. Eli Whitney (1765-1825). Cotton gin invented in 1793.
20. In Claypoole's American Daily Advertiser.
21. John Adams (1735-1826), President 1797-1801.
22. Samuel Dexter, Secretary of War 1800-1801.
- 22a. A "Board of War and Ordnance" was appointed in the Continental Congress, 12 June 1776 (Journals of Congress, Vol. I, page 370, ed. of 1823). A Secretary of War and his powers and duties were created and described under the ordinance of 7 February 1781 (Journal of Congress, Vol. 3, page 575). On 7 August 1789, a Department of War was established by the Congress as the second executive department of the Government (1 Stat. 49).
- 22b. "The War Department is not the Army, nor a part of it. It is a civil institution."—Op. J. A. G., 220.69, 30 September 1920. Reaffirmed in Op. J. A. G., 330.2, 28 February 1929.
23. The Centinel of Liberty, or George-Town and Washington Advertiser (George-Town, Potomak, Tuesday, 11 November 1800). See also American State

Papers, Class X. Misc., Vol. I, page 247. Communication to House of Representatives, 28 February 1801, with respect to recent fires in the War and Treasury Departments.

24. Intelligencer, 15 May 1801.
25. 19 September 1814.
26. Bryan, W. B., op. cit., Vol. I, page 632.
27. Abraham Lincoln (1809-1865), President 1861-1865.
28. Henry Brooks Adams (1838-1918), American historical writer.
29. Ulysses Simpson Grant (originally Hiram Ulysses) (1822-1885), President 1869-1877.
30. Philip Henry Sheridan (1831-1888).
31. Franklin Delano Roosevelt (1882-1945), President 1933-1945.
32. Brehon B. Somervell (1892-).
33. We have used extracts from an article known to have been written by Thomas W. Huntington, and published in the 31 August and 7 September 1945 issues of War Times, Washington, D. C., a War Department publication running from 11 June 1943 to 26 October 1945.
34. Act of 29 January 1938 (52 Stat. 8).
35. Act of 4 August 1947, Public Law 337. Includes Pharmacy, Supply, Administration, Medical Allied Sciences, Sanitary Engineering, Optometry, & possibly other sections.
36. Act of 16 April 1947, Public Law 36. Includes Dietitian, Physical Therapist, and Occupational Therapist Sections.
37. Act of 3 March 1815 (3 Stat. 224).
38. Act of 14 April 1818 (3 Stat. 426).
39. Order, A.G.O., dated 21 April 1818.
40. From a manuscript by Colonel Albert G. Love, U. S. Army, Retired, in the writer's possession.
41. John Caldwell Calhoun (1782-1850), Secretary of War 1817-1825.
42. Act of 26 May 1824 (4 Stat. 41).
- 43a. American State Papers, Class V. Military Affairs, Vol. 2, page 189.
- 43b. "These two functions of staff and command, although vested in a single individual, are separate and distinct in that each involves different responsibilities and duties, and the exercise of one is not to be confused with nor permitted to interfere with the exercise of the other."—Circular No. 138, War Department, 14 May 1946, paragraph 29.
44. Henry David Thoreau (1817-1862).
45. William Penn (1644-1718).
46. Benjamin Franklin (1706-1790).
47. James Madison (1751-1836), President 1809-1817.
48. Alexander Hamilton (1757-1804).
49. Gilbert Charles Stuart (1755-1828).
50. 1803-1805.
51. Bryan, W. B., op. cit., Vol. I, page 583.
52. Centinel of Liberty, 24 December 1799.
53. Intelligencer, 17 November 1800.
54. Washington Irving (1783-1859).
55. In 1811. See Bryan, W. B., op. cit., Vol. I, page 579.
56. Bryan, W. B., op. cit., Vol. I, page 579.
57. Robert Fulton (1765-1815).

58. Early in 1809. See Bryan, W. B., op. cit., Vol. I, page 582, and American State Papers, Class VI. Naval Affairs, Vol. I. Washington: Gales and Seaton, 1834, page 211.
59. Bryan, W. B., op. cit., Vol. I, page 578.
60. Joseph Lovell (1788-1836), Surgeon General 1818-1836.
- 61a. "The Star-spangled Banner" (1814) by Francis Scott Key (1780-1843). Adopted as the national anthem by act of Congress 3 March 1931 (46 Stat. 1508).
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- 61c. Crane, Katharine Elizabeth: Blair House: Past and Present; An Account of Its Life and Times in the City of Washington. Washington: Government Printing Office, Department of State Publication 2361. 1945.
62. John Tayloe.
63. Stephen Decatur (1779-1820).
64. Benjamin Henry Latrobe (1764-1820).
65. William Thornton (1761-1828). For short biography, see Davis, Deering; Dorsey, Stephen P.; and Hall, Ralph Cole: Georgetown Houses of the Federal Period, Washington, D. C., 1780-1830. Architectural Book Publishing Co., Inc., 1944.
66. Noah Webster (1758-1843).
67. John James Audubon (1785-1851).
68. For the Carbondale and Honesdale (Pa.) Railroad.
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70. Ingram, John H.: Edgar Allan Poe: His Life, Letters, and Opinions. London: John Hogg, 1880. Vol. I, pages 89-91.
71. 1841-1843.
72. John Tyler (1790-1862), President 1841-1845.
73. Edgar Allan Poe (1809-1849).
74. According to an office record; the site is not presently identified. The Washington Directory and National Register for 1834 gives Mr. Vevan's address as the "s side Penn. Av. btw. 17 and 18 w."
75. James Croggon, quoted by John Clagett Proctor in The Sunday Star, Washington, D. C., 13 July 1947.
76. William Lloyd Garrison, in 1831.
77. John Greenleaf Whittier (1807-1892).
78. Snowbound (1866).
79. In 1846.
80. Mohandas Karamchand Gandhi (1869-1948), Hindu nationalist leader.
81. Walden (1854).
82. From Mr. F. W. Thomas, himself on the national payroll at Washington, to his friend, Edgar Allan Poe, 20 May 1841. Quoted by Hervey Allen in Israfel, 1934 edition, page 395.
83. Thomas Lawson (1789-1861), Surgeon General 1836-1861.
84. From an office record; the site is not presently identified. A Directory for 1830 lists "Henrietta Elzey" as living on "sw corner 18 w and G n." This is the present site of the Lenthall Home for Widows, erected about 1883. The Washington Directory for 1846 lists "Mrs. Elsey, widow, s side G n, btw 18 and 19 w."

85. For example: The Oneida Community in New York State; the Amana community in Iowa.
86. Margaret Fuller (1810-1850). See Wade, Mason: Margaret Fuller, Whetstone of Genius. New York: The Viking Press, 1940.
87. Samuel F. B. Morse (1791-1872).
88. Cyrus Hall McCormick (1809-1884).
89. Harriet Beecher Stowe (1812-1896).
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91. Herman Melville (1819-1891).
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105. Jedediah Hyde Baxter (1837-1890), Surgeon General 1890.
106. John Shaw Billings (1839-1913).
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108. Harvey Ellicott Brown (1840-1889).
109. Brown, Harvey E.: The Medical Department of the United States Army from 1775 to 1873. Washington: Surgeon General's Office, 1873, 314 pages.
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112. Bertis B. Thompson (27 October 1863—22 December 1934), retired 31 October 1933.
113. Benjamin, Marcus (Collector and Editor): Washington During War Time. Washington City, 1902. Chapter on "The War Hospitals," by John Wells Bulkley.
114. Dorothea Lynde Dix (1802-1887).
115. Louisa May Alcott (1833-1888).
116. Walt Whitman (1819-1892).
117. Lieutenant Colonel George W. Whitman, 51st New York Volunteer Infantry.
118. Donaldson, Thomas: Walt Whitman the Man. New York: Francis P. Harper, 1896, pages 18 ff.

119. James Harlan, Secretary of the Interior 1865-1866.
120. Symonds, John Addington: Walt Whitman, A Study. 1893. page xxxi.
121. Ralph Waldo Emerson (1803-1882).
122. Salmon P. Chase, Secretary of the Treasury 1861-1864.
- 123a. From the Preface to the 1855 edition of "Leaves of Grass."
- 123b. Words and music by James A. Bland, an American Negro.
124. John Burroughs (1837-1921).
125. Burroughs, John: Wake Robin. 12 mo. New York, 1871.
126. Bryan, W. B., op. cit., Vol. II, page 542.
127. Mary Edwards Walker (1832-1919).
128. Correspondence dated 1 July 1868, signed by Jos. K. Barnes, Surgeon General. S.G.O. Record, W.D. Vol. 6, pages 417-418. In National Archives.
129. Research by Federal Digest Section, Legislative Reference Division, Library of Congress, 21 December 1938. Personal telephone conversations.
130. Roberts Bartholow, late Assistant-Surgeon (Captain) U.S.A., in a letter dated 20 January 1867, published in the New York Medical Journal, 1867, Vol. 5, page 167.
131. New York Medical Journal, Vol. 4, January 1867, pages 314-316.
132. Section 122, National Defense Act of 3 June 1916, and O. J. A. G., 7 February 1917, published in War Department Bulletin No. 15, 24 March 1917, page 6.
133. (Thomas) Woodrow Wilson (1856-1924), President 1913-1921.
134. Joseph K. Barnes (1817-1883), Surgeon General 1864-1882.
135. Phalen, James M. (1872-): Chiefs of the Medical Department 1775-1940. The Army Medical Bulletin No. 52, April 1940, page 50.
- Carlisle Barracks, Pennsylvania: Medical Field Service School, 1940.
136. Act of 7 April 1866 (14 Stat. 23); purchase price \$100,000.
137. James Abram Garfield (1831-1881), President 1881.
138. Charles J. Guiteau.
139. Joseph Janvier Woodward (1833-1884). For short biography by James M. Phalen, see Army Medical Bulletin No. 48, April 1939, pages 104-107.
140. Daniel Smith Lamb (1843-1929).
141. On the occasion of his retirement.
142. Chester Alan Arthur (1830-1886), President 1881-1885.
143. Robert Todd Lincoln (1843-1926), Secretary of War 1881-1885.
144. The Munitions Building, Twenty-first Street and Constitution Avenue, NW.
145. Letter to his friend, General Stevens, 13 May 1863.
146. Garrison, Fielding H.: John Shaw Billings: A Memoir. New York: G. P. Putnam's Sons, 1915, page 46.
147. Daniels, Jonathan: Frontier on the Potomac. New York: The Macmillan Co., 1946.
148. Little Women (1868-1869).
149. Little Men (1871).
150. Samuel Langhorne Clemens (Mark Twain) (1835-1910).
151. Innocents Abroad (1869).
152. In 1876.
153. Alexander Graham Bell (1847-1922).
154. Surgeon Albert James Myer (1828-1880), brevet Brigadier General, U.S.A.

155. Seven chiefs of bureaus and departments of the Government other than medical had previously served in the Medical Department of the Army. They were: (1) James McHenry (1753-1816), Secretary of War 1796-1800; (2) William Eustis (1753-1825), Secretary of War 1809-1813; (3) Albert J. Myer (1828-1880), Chief Signal Officer 1863-1864; (4) Frederick C. Ainsworth (1852-1934), The Adjutant General 1907-1912; (5) Leonard Wood (1860-1927), Chief of Staff 1910-1914; (6) Harry L. Gilchrist (1870-1943), Chief of the Chemical Warfare Service (now Chemical Service) 1929-1933; and (7) Frederick W. Bosch (1876-1942), Chief of Finance 1936-1940.

156. Thomas Alva Edison (1847-1931). (Note: One can recall the little phonograph machines with the big swaying horns, smell the waxy surface of the cylindrical records as they were removed from the cotton-padded containers, and hear the nasal tones of such vocal numbers as "I'll take the Pill, I'll take the Pill, I'll take the Pilgrim ho-o-o-m-m-me.")

157. Invention of Charles Francis Brush (1849-1929).

158. U. S. Electric Lighting Company.

159. Information from the Potomac Electric Company, Washington, D.C., 1947.

160. Act of 16 January 1883 (22 Stat. 403).

161. Edwin Thomas Booth (1833-1893).

162. Joachin Miller (Cincinnatus Hiner Miller) (1839-1913).

163. Wagner, Harr: Joachin Miller and His Other Self. San Francisco: Harr Wagner Publishing Company, 1929.

164. Peterson, Martin Severin: Joaquin Miller, Literary Frontiersman. California: Stanford University Press, 1937.

165. Miller, Juanita: My Father Joachin Miller.

166. John Phillip Sousa (1854-1932).

167. From 1 October 1880 to 30 June 1892.

168. John Clagett Proctor, in The Sunday Star, Washington, D. C., 13 July 1947.

169. The Eckington and Soldiers Home Railroad.

170. Personal correspondence, The Librarian, Capital Transit Company, Washington, D. C., 6 February 1947.

171. Laws Relating to Street-Railway Franchises in the District of Columbia. Washington: Government Printing Office, 1905.

172. Annual Report, 1880.

173. Robert Murray (1823-1913), Surgeon General 1883-1886.

174. Quoted by Doctor D. S. Lamb in "The Army Medical Museum, Washington, D. C." in The Military Surgeon, Vol. 53, No. 2, August 1923, pages 127-128.

175. Redfield Proctor, Secretary of War 1889-1891.

176. Act of 9 May 1892 (27 Stat. 27).

177. File of The Washington Star, Washington, D. C., in the Library of Congress.

178. War Department General Order No. 51, dated 24 June 1893.

179. Daniel S. Lamont, Secretary of War 1893-1897.

180. \$10,000,000 on exchange of ratification and \$250,000 annually thereafter beginning in nine years (33 Stat. 2238). Treaty proclaimed 26 February 1904.

181. William Crawford Gorgas (1854-1920), Surgeon General 1914-1918.

182. Manufactured by Rauch and Lang.

183. Ida Minerva Tarbell (1857-1944).
 184. Charles Edward Russell (1860-1941).
 185. Titles selected from those listed by Charles and Mary Beard, in "A Basic History of the United States." New York: The New Home Library, 1944, pages 368-369.
 186. Hamlin Garland (1860-).
 187. Theodore Dreiser (1871-).
 188. Frank Norris (1870-1902).
 189. David Graham Phillips (1867-1911).
 190. Upton Sinclair (1878-).
 191. Jack London (1876-1916).
 192. Edith Newbold Wharton (b. Jones) (1862-).
 193. Sinclair Lewis (1885-).
 194. Ellen Anderson Gholson Glasgow (1874-1945).
 195. Orville Wright (1871-1948); Wilbur Wright (1867-1912).
 196. Commander Robert Edwin Peary (1856-1920). Rear Admiral in 1911.
- Discovery on 6 April 1909.
197. Walter Reed (1851-1902).
 198. Price \$25,000,000.
 199. John Joseph Pershing (1860-).
 200. Francisco Villa (1877-1923), Mexican revolutionary general.
 201. On 28 January 1922; 98 persons killed.
 202. S.G.O. Office Memorandum dated 13 August 1925.
 203. Book of Estimates, 1918.
 204. Lease. National Archives. S.G.O. 481-Lease (Washington, D. C.)F, 26 January 1918.
 205. William F. Cody (Buffalo Bill) (1846-1917).
 206. Phineas Taylor Barnum (1810-1891).
 207. John Drew (1853-1929).
 208. Ada Rehan (1860-1916).
 209. Nat Goodwin (1857-1919).
 210. DeWolfe Hopper (1858-1935).
 211. Lillian Russell (1861-1921).
 212. Maxine Elliott (1873-1940).
 213. James K. Hackett (1869-1926).
 214. May Irwin (1862-1938).
 215. William Gillette (1855-1937).
 216. Wilton Lackaye (1862-1932).
 217. David Warfield (1866-).
 218. Maude Adams (1872-).
 219. Julia Marlowe (1866-).
 220. E. H. Sothorn (1859-1933).
 221. Minnie Maddern Fiske (-1932).
 222. Otis Skinner (1858-1942).
 223. Nance O'Neil (1874-).
 224. Isadora Duncan (1878-1927).
 225. Louise Homer (1872-1947).
 226. Emma Eames (1867-).
 227. Edward MacDowell (1861-1908).
 228. Maude Powell (1868-1920).

229. Charles Frohman (1860-1915).
 230. David Belasco (1859-1931).
 231. Joseph Choate (1832-1917).
 232. Elihu Root (1845-1937).
 233. Chauncy Depew (1834-1928).
 234. William Travers Jerome (1859-1934).
 235. Winslow Homer (1836-1910).
 236. John Singer Sargent (1856-1925).
 237. George Inness (1854-1926).
 238. George Bellows (1882-1925).
 239. Thomas Eakins (1844-1916).
 240. Charles P. Steinmetz (1865-1923).
 241. Luthur Burbank (1849-1926).
 242. George Washington Carver (1864?-1943).
 243. Jane Addams (1860-1935).
 244. Charles W. Eliot (1834-1926).
 245. Booker T. Washington (1859-1915).
 246. Henry James (1843-1916).
 247. Ambrose Gwinnet Bierce (1842-1914?).
 248. Louis J. Halle, Jr. (1910-): Spring in Washington. New York: William Sloane Associates, Inc., 1947. Note: Mr. Halle is employed in the Division of Special Inter-American Affairs, Department of State.
 249. Warren Gamaliel Harding (1865-1923), President 1921-1923.
 250. William Howard Taft (1857-1930), President 1909-1913.
 251. Henry Bacon (1866-1924).
 252. Daniel Chester French (1850-1931).
 253. Robert Russa Moton (1867-).
 254. Edwin F. Markham (1852-1940).
 255. Act of 22 May 1920 (41 Stat. 614).
 256. Act of 4 March 1923 (42 Stat. 1488).
 257. Charles Ransom Reynolds (1877-), Surgeon General 1935-1939.
- See Army Medical Bulletin No. 34, January 1936, page 63, and No. 52, April 1940, pages 107-117.
258. The aftermath of the Harding Administration.
 259. Charles Augustus Lindbergh (1902-).
 260. Raymond Orteig, owner of the Brevoort and Lafayette hotels in New York. The prize was \$25,000.
 261. Brigadier General Pelham G. Glassford.
 262. Herbert Clark Hoover (1874-), President 1929-1933.
 263. "Treatment of the Bonus Army," in New International Yearbook, 1932. New York: Funk and Wagnals.
 264. Adolf Hitler (1889-1945).
 265. Benito Mussolini (1883-1945).
 266. Harry S. Truman (1884-), President 1945- . (Note: The middle initial does not represent a name.)
 267. "Summary Report (Pacific War)," U. S. Strategic Bombing Survey. Washington: Government Printing Office, 1 July 1946.
 268. Depression years 1929-1939.
 269. World War II, 1941-1945.

270. Walter Hampton Dougherty (1879-).
271. Florence Reed (1883-).
- 271a. Jane Cowl (1884-).
272. Pauline Lord (1890-).
273. Ethel Barymore Colt (1879-).
274. Katherine Cornell McClintoc (1898-).
275. Helen Hayes McArthur (1900-).
276. Eugene Gladstone O'Neill (1888-).
277. Maxwell Anderson (1888-).
278. Geraldine Farrar (1882-).
279. Alexander Richard Crooks.
280. Roland Hayes (1887-).
281. Richard Burn.
282. Lawrence Mervil Tibbett (1896-).
283. Paul Robeson (1898-).
284. Joseph Horace Benton (1900-).
285. Leonard Warren (1911-).
286. Marian Anderson (1902-).
287. Charles Tomlinson Griffes (1884-1920).
288. Samuel Barber (1910-).
289. Roy Harris (1898-).
290. Albert Spalding (1888-).
291. Ty Cobb (1887-).
292. Walter Johnson (1887-1947).
293. Knute Rockne (1888-1931).
294. Charles Evans Hughes (1862-).
295. Oliver Wendell Holmes (1841-1935).
296. John Gutzon de la Mothe Borglum (1871-1941).
297. Melvina Hoffman (1887-).
298. Edna St. Vincent Millay (1892-).
299. Elinor Hoyt Wylie (-1928).
300. Amy Lowell (1874-1925).
301. Robert Lee Frost (1875-).
302. Sara Teasdale (1884-1933).
303. Thomas Stearns Eliot (1888-).
304. Sherwood Anderson (1876-1941).
305. Thornton Niven Wilder (1897-).
306. According to Harold Wellington Jones (1877-), Colonel, U. S. Army, Retired, Librarian of the Army Medical Library 1936-1945.
307. William Beaumont (1785-1853). See Beaumont: Experiments and Observations on the Gastric Juice, and the Physiology of Digestion. 1833. See also Myer, Jesse S.: The Life and Letters of Dr. William Beaumont. St. Louis: C. V. Mosby Company, 1912 (reprinted 1939).
308. William Alexander Hammond (1828-1900), Surgeon General 1862-1864.
309. See Army Medical Bulletin No. 52, 1940, pages 42-46, for short biography.
310. Jonathan Letterman (1824-1872). See Duncan, Louis C.: The Medical Department of the U. S. Army in the Civil War; see also Ashburn, P. M.: A History of the Medical Department of the U. S. Army. New York: Houghton Mifflin Company, 1929.

311. See Senate Document No. 822, 61st Congress, 3d Session. Washington: Government Printing Office, 1911.
312. George Miller Sternberg (1838-1915), Surgeon General 1893-1902. See Army Medical Bulletin No. 52, 1940, pages 70-74, for short biography.
313. See Army Medical Bulletin No. 52, 1940, pages 88-93, for short biography.
314. George Ensign Bushnell (1853-1924). See Bushnell: A Study in the Epidemiology of Tuberculosis, 1920.
315. Frederick F. Russell (1870-).
316. Ashburn, P. M., op. cit., pages 271-276.
317. Carl Rogers Darnall (1867-1941). See Army Medical Bulletin No. 46, October 1938, pages 1-28.
318. Bailey K. Ashford (1873-1934). See Senate Document No. 808, 61st Congress, 3d Session. Washington: Government Printing Office, 1911.
319. Merritte Weber Ireland (1867-), Surgeon General 1918-1931.
320. See Army Medical Bulletin No. 52, 1940, pages 94-100, for short biography.
321. From an address by J. Edgar Hoover, director, Federal Bureau of Investigation. Washington Evening Star, Washington, D. C., 6 March 1947.
322. From The New York Times, Wednesday, 15 August 1945, page 6, col. 7.
323. Brinton, John H.: Personal Memoirs. New York, 1914, page 180.
324. Lamb, D. S.: The Army Medical Museum, Washington, D. C. The Military Surgeon, Vol. 53, No. 2, August 1923.
325. Special Orders No. 116, Hdqrs. Milt. Dist. of Washington, 22 May 1863.
326. S. G. O. Annual Reports.
327. Army Regulations 40-405, 10 January 1922.
328. Andrew Jackson (1767-1845), President 1829-1837.
329. Garrison, Fielding H.: John Shaw Billings: A Memoir. New York: G. P. Putnam's Sons, 1915, pages 214-215.
330. The National Medical Library, Report of a survey of the Army Medical Library. American Library Association, Chicago, 1944.
331. Act of 15 June 1938 (52 Stat. 684).
332. William C. Endicott, Secretary of War 1885-1889.
333. Charles Henry Crane (1825-1883), Surgeon General 1882-1883.
334. Correspondence in the National Archives: File 5306 S.G.O. (1887).
335. Revised Statutes of the United States, second edition, 1878.
336. Act of 26 August 1842 (5 Stat. 525).
337. The Supply Division, Alton G. Grinnell, Chief Clerk.
338. Newton Diehl Baker (1871-1937), Secretary of War 1916-1921.
339. Act of 3 March 1871 (16 Stat. 491); R.S. 215.
340. Office record. Dr. Richmond Johnson was the first chief clerk, from 16 January 1826 to 31 August 1870.
341. Office Order No. 174, S.G.O., 16 July 1946, Section III, par. 1b. Effective 22 July 1946.
342. War Department Orders "A," subject, Civilian Personnel Administration in the Departmental Service, dated 29 January 1947.

343. American State Papers, Class X. Miscellaneous, Vol. I, pages 247-248. Communication to the House of Representatives, 28 February 1801, with respect to recent fires in the War and Treasury Department buildings.

344. Act of 4 July 1836 (5 Stat. 112; R.S. 162).

345. Letter to the Hon. J. (John) C. Spencer, Secretary of War 1841-1843, dated 26 October 1841. S.G.O. Report Book No. 2, pages 99-100. In the National Archives.

346. Act of 20 January 1874 (18 Stat. 1909).

347. Act of 3 March 1883 (22 Stat. 563).

348. Act of 3 March 1893 (27 Stat. 715).

349. Act of 15 March 1898 (30 Stat. 316).

350. Act of 7 July 1898 (30 Stat. 653).

351. Act of 24 February 1899 (30 Stat. 890).

352. Calvin Coolidge (1872-1933), President 1923-1929.

353. Act of 3 March 1931 (46 Stat. 1482).

354. Joint Resolution approved 22 December 1942 (56 Stat. 1068).

355. Army Service Forces Circular No. 233, 26 July 1944. The peak fifty-four hour basic workweek in The Surgeon General's Office extended only from 16 August 1944 to 15 October 1944.

356. Act of 18 March 1943 (57 Stat. 32). Civilian Personnel Regulations 103, 2 June 1943, as amended, re employe suggestions and cash awards.

357. Act of 1 July 1943 (57 Stat. 370). Civilian Personnel Regulations 104, 5 October 1943, as amended, re award of emblems to civilian employes for faithful, meritorious, and exceptional service.

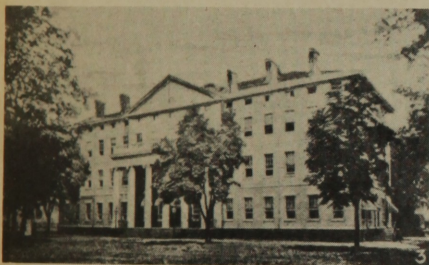
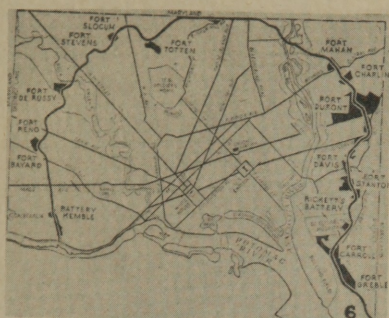
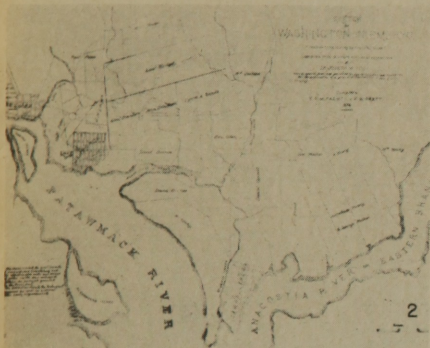
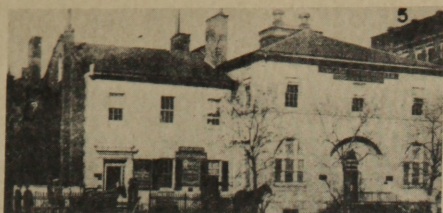
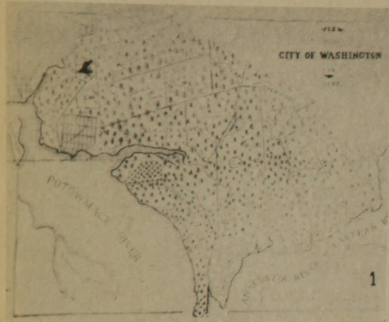
358. Act of 30 June 1945 (59 Stat. 303).

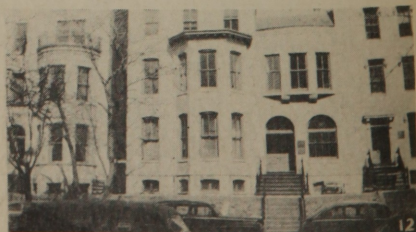
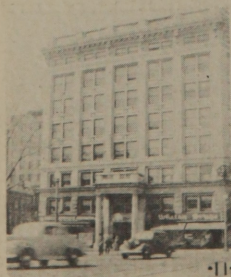
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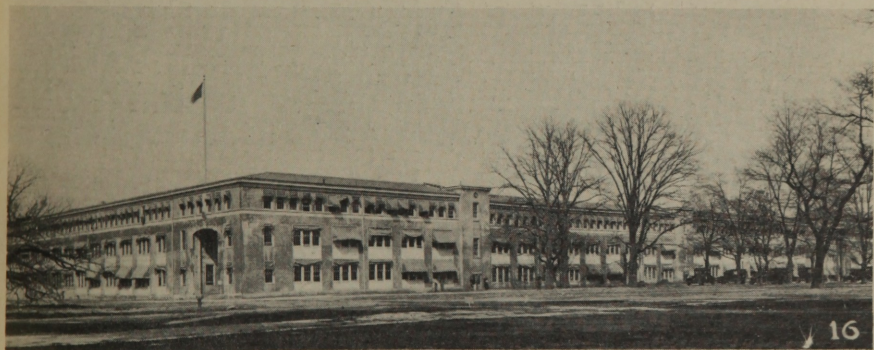
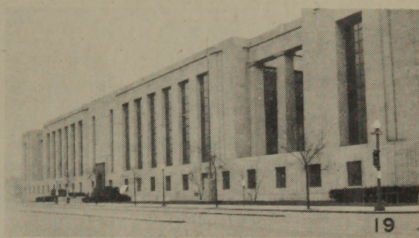
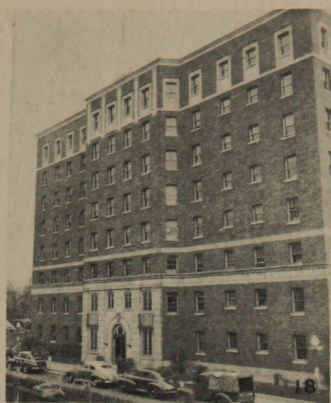
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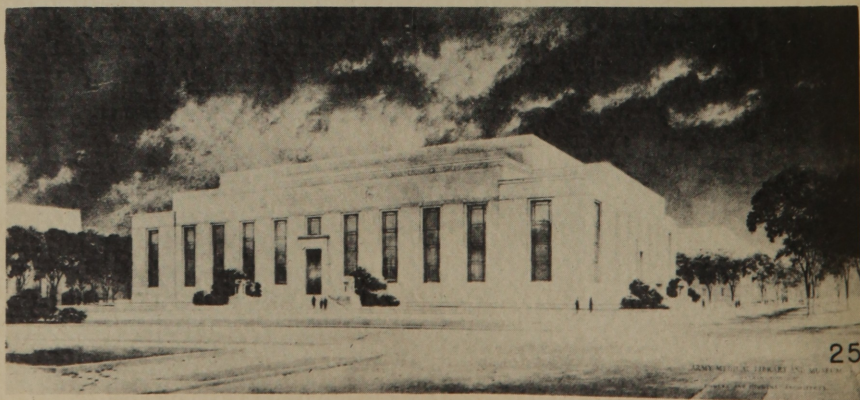
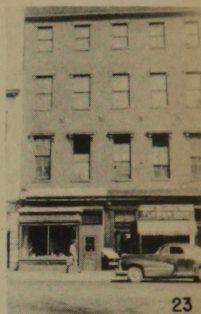
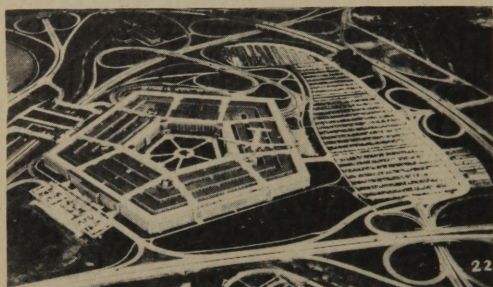
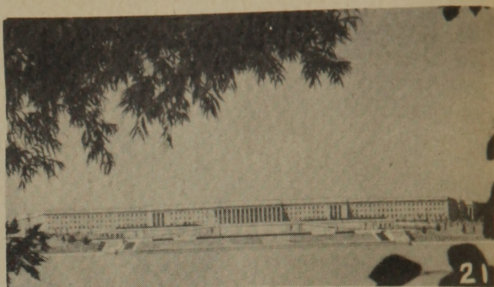
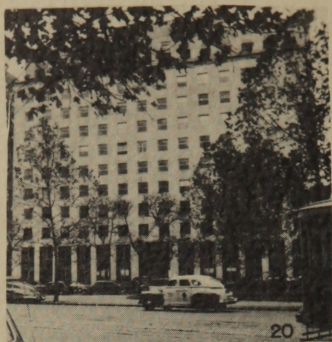
1	Washington in 1792. H. P. Caemmerer, op. cit., ⁴ page 18.	1
2	Washington in embryo, previous to its survey by L'Enfant. H. P. Caemmerer, op. cit., ⁴ page 20.	3
3	The Old War Department Building. Marcus Benjamin, op. cit., ¹¹³ page 144.	5,10
4	The Winder Building, northwest corner of Seventeenth and F Streets, NW. Photograph 1946	5,13
5	The old Riggs Bank Building, northwest corner of Fifth- teenth Street and Pennsylvania Avenue, NW. Demolished in 1904.	14,34,36
6	Proposed 2 1/2-mile drive and the forts it would link together around the City of Washington, D. C. Published in the daily press, 1946.	16
7	Early view of Ford's Theater and nearby buildings.	18,21,35
8	Ford's Theater Building as it appeared in 1947	18
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12	The Cassell House, 1907 F Street, NW., now part of American University. Photograph 1947	25
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21-22	The Pentagon, from the lagoon and from the air.	6,30,32
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24	The Allen Memorial Medical Library of The Cleveland Medical Library Association.	36
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THE NAVY & MARITIME BUILDINGS, WASHINGTON, D.C.



When I have ceased to break my wings
Against the faultiness of things,
And learned that compromises wait
Behind each hardly opened gate,
When I can look life in the eyes,
Grown calm and very coldly wise,
Life will have given me the Truth
And taken in exchange—my youth.³⁰²

